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ABSTRACT

Based on analysis of the current system and comparison with existing and possible alternatives, this report evaluates the effectiveness of the Indiana library cooperative network, a de facto network based on the activities of individual libraries, Area Library Services Authorities (ALSAs), the Indiana Cooperative Library Services Authority (INCOLSA), the Indiana Library Film Service (ILFS), the Indiana State Library, and library associations in Indiana. The first chapter outlines the study background and methodology while Chapter 2 describes the various network components. As a basis for comparison, the third chapter provides background information on network activities and structure in Illinois, Missouri, and New York. In Chapter 4, current and potential network functions are analyzed and alternatives, particularly structural ones, are reviewed. Functions analyzed include interlibrary lending and reference services, cataloging, online information retrieval, circulation, collection development, consulting, education and training, communication and coordination, and planning. The final chapter outlines recommendations for improving the effectiveness of the network components. Appendices present the request for proposal for this study, extracts from Indiana state legislation related to library/information networks, names and addresses of persons involved in the Indiana library network, and a 17-item bibliography. (ESR)

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AN EVALUATION OF
THE INDIANA NETWORK
OF COOPERATIVE SERVICES:

FINAL REPORT

Submitted to:

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October 31, 1983

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PREFACE

This report documents a study carried out for the Indiana Library and Historical Board by King Research, Inc. The study, which addressed primarily structural issues related to the Indiana Library Network, was commissioned at the recommendation of the Networking Coordinating Committee of the Indiana State Library Advisory Council.

A number of people and organizations in Indiana gave freely of their time and resources to assist the study team. Data were collected from the Library Services Authorities, including the nine Area Library Services Authorities (ALSA's), the Indiana Cooperative Library Services Authority (INCOLSA), and the Indiana Library Film Service (ILFS), and from the State Library, particularly the Extension Division. A large number of representatives of the Network agencies and of individual Indiana libraries attended the public hearings held and provided information and opinions on networking activities and needs. The Project Advisory Committee, which included the individuals listed below, provided advice, direction, and feedback throughout the study.

Project Advisory Committee

David Bucove, Director, Anderson-Stony Creek Township Public Library

Bill Crowley, Administrator, NIALSA

David Eisen, Director, Mishawaka Penn Township Public Library

Ray Ewick, Director, Indiana State Library

Laura Johnson, Extension Division Head, Indiana State Library

Suzanne Kieffer, Executive Secretary, Indiana Library Film Service

Barbara Evans Markuson, Executive Director, INCOLSA

Ann Moreau, Executive Director, ILA/ILTA

Walter Morrill, Hanover College Library

Roger Whaley, Inst. Assistant for Media Services, New Albany-Floyd
County Schools

The Project Monitor at the Indiana State Library was Loring Prosser. The King Research project team included Nancy K. Roderer, as Project Director, José-Marie Griffiths, and Carolyn J. Goshen.

The conclusions and recommendations reported in this document are, of course, those of the Project Team. With the help of the individuals and organizations noted above, we identified the current status of networking activities in Indiana, evaluated potential alternatives, and drew the indicated conclusions. It is our hope that these conclusions and recommendations will serve as the basis for continued discussion of network alternatives in Indiana, and for continued evaluation of the Indiana Library Network.

Nancy K. Roderer
Project Director

CHAPTER 1

INTRODUCTION

1.1. Background

Library networking activities have evolved in several different shapes and forms since library administrators began to recognize the advantages that could accrue from cooperation and resource sharing. The objectives of interlibrary networking have been to provide access to more materials and/or services, and to either reduce costs to each participating library or to improve service at the same or lower cost than would be incurred by an individual library.

Two factors have, in the last decade, had a strong influence on both the growth of library networking and on the nature of the networking activities. These factors were a declining economy and developments in computing and communications technologies. Shrinking library budgets and increasing prices of materials have meant that libraries can no longer build comprehensive collections. Once libraries no longer locally store all of the materials requested by their patrons, interlibrary cooperation becomes a necessity to maintain the level of service expected by the patrons. Fortunately, the technological advances in both computing and telecommunications and the evolution of online access to information systems have created a suitable support mechanism for interlibrary cooperation and networking.

In a similar fashion, libraries have found there to be advantages in sharing resources for the provision of other library materials and services. Furthermore, the efficiencies of joining together to collectively obtain needed support, such as computer systems, consultant advice, and so on, have been recognized. Thus the concept of the library network has emerged as the mechanism for sharing, by libraries, of a wide variety

of resources. This concept is reflected, in all its diversity, in the over 800 library networks of various types in the U.S. today.

Networking within states, while still quite diverse, has tended to fall into certain structural patterns and to involve particular types of services. Like all other forms of library networking, the development of state networks is an evolutionary process, growing from the needs of individual libraries within the states and often from cooperative activities among small groups of libraries. As services and relationships among libraries are developed, the identity of the particular state network is formed.

Paralleling developments in other states, library networking activities in Indiana have also evolved over the years. Key elements of the evolutionary process have been the development of Area Library Services Authorities (ALSA's), the Indiana Cooperative Library Services Authority (INCOLSA), and the Indiana Library Film Service (ILFS). Within this structure a number of network services are provided to all types of libraries within the state.

The ALSA's and INCOLSA have been in existence for over ten years, and have been evaluated individually on an annual basis. However, no study has been done of the overall structure of the network, that is, of the costs and effectiveness of the various network components functioning together. Such a review, looking at overall effects and at gaps and overlaps, is now in order. An additional factor supporting the conduct of an evaluation study at this point is the ongoing economic uncertainties of State and Federal funding levels, which make it even more important that the network structure lead to maximum effectiveness.

Given these factors, a recommendation was made by the Network Coordination Committee of the Indiana State Library Advisory Council that an evaluation study be commissioned by the Indiana Library and Historical Board and funded through the Library Services and Construction Act. The purpose of the study, as indicated in the RFP, was "To have an independent,

outside consultant/organization review, analyze, and evaluate the effectiveness, from a network standpoint, of the current structure of the various publicly funded cooperative agencies which serve as the basis for the Indiana library cooperative network, and to make appropriate recommendations to improve the effectiveness of these network components." The contract for the study was awarded to King Research, Inc.

This report describes the study that was performed by King Research and the conclusions and recommendations drawn from study activities. In reading the report, note should be made of our first study conclusion, arrived at early in the project period. This conclusion was that there is, in fact, an Indiana Library Network. Neither formally established as such or necessarily referred to by that phrase, there nonetheless is a collection of activities, being carried out by a number of organizations, which make up a de facto network. There is also, based on the input received in the course of this study, a recognized need for greater coordination of these diverse activities. How this might be accomplished thus became a key study question. The existence of the Network - as defined in Chapter 2 of this report - should also be noted as a key assumption underlying all of our Study Activities.

The remainder of this Chapter outlines the methods used in conducting the study. Chapter 2 describes the various components of the Indiana Network, indicating their historical development, current role in the Network, and other factors relevant to the evaluation of the network structure. Chapter 3 provides background on network activities and structure in other states, suggesting a basis for comparison. In Chapter 4, current and potential network functions are analyzed and alternatives, particularly structural ones, are considered. Finally, Chapter 5 brings together the conclusions and recommendations stemming from our analyses and presents them according to the network participant affected.

1.2. Study Methods

The scope of the evaluation study as indicated in the RFP was "the structure, responsibilities and interrelations of INCOLSA, the nine ALSA's

and the Indiana Library Film Service, the related programs and role of the Indiana State Library, and any overlaps or gaps among these agencies." Particular attention was to be paid to "the extent to which effective coordination of the activities of these agencies in accord with overall statewide planning is practical or possible."

To respond to this study scope, five project tasks were identified:

- review of selected network structures in other states
- review of Indiana cooperative agencies' history, services and structure
- identification of alternative structures and services
- analysis of the current system and the alternatives
- development of recommendations.

This task structure, we felt, represented a systematic approach to accomplishing the goal of this study; that is, the evaluation of the Indiana network of cooperative services and its component parts. The evaluation addressed system costs and levels of system output including performance, effectiveness and benefits. The current system was compared with possible alternatives, identified in part through our review of other state networks, and thus relative strengths and weaknesses of different approaches were identified. In this way, recommendations were developed for improvement of the overall network and its components. Throughout the study, an emphasis was placed on looking at the network as a system and at the functions performed by that system rather than on detailed consideration of the related products and services, processes, and components.

Initial project activities focused on reviewing, in parallel, the Indiana library and information services network and multitype networks in selected other states. The purpose of looking at activities in other states was to identify trends in network development and in services provided and to consider factors related to network effectiveness. This information was then fed into the evaluation of the Indiana network.

There is considerable activity in various states establishing, expanding, and strengthening multitype networks, so there were a number of states that we might fruitfully have reviewed. The states chosen, that is, Illinois, Missouri and New York, were selected primarily on the basis of the structural alternatives they presented. Each also was an established system, so that we could consider their effectiveness under regular operating conditions and over time. In the states studied, we looked at structure, functions performed, and the role of the State Library, and network planning and coordination activities. The results of this review are reported in Chapter 3.

In parallel with the review of network activities in other states, we did a thorough review of statewide networking activities in Indiana. This included looking at both historical developments and at the current situation, with consideration of the Indiana State Library, the Indiana State Library Advisory Council, the Council of Library Authorities, the Area Library Services Authorities (ALSA's), the Indiana Cooperative Library Services Authority (INCOLSA), and the Indiana Library Film Service (ILFS).

Sources for the review included available documentation obtained from the State Library, such as relevant legislation, the COBICIL feasibility study report and the INNS study report. Other relevant documentation included the internal and external reports of the various agencies involved.

Additional input to our understanding of the Indiana network was obtained from discussions with the Project Advisory Committee and from a series of hearings held throughout the state. Three such hearings were held in Indiana early in the project period, in the following locations: New Albany, Indianapolis and Plymouth. The hearings were announced to all libraries, interested government agencies and the general public and consisted of a brief introduction of the issues being considered followed by local input and discussion. The hearings, as anticipated, were helpful in getting a sense of the perceived effectiveness of the network structure and activities from the point of view of the groups represented.

Once background data were obtained, we were concerned with the identification of alternatives with which to compare the current networking activities in Indiana. Alternatives might have been as modest as adding a set of similar, additional services to those already provided by an existing agency, or as extensive as a complete restructuring of the network. The reason that alternatives were identified was to force a systematic comparison of the current system with options that might realistically be achieved, rather than with some ideal that cannot be accomplished. Alternatives are identified within the system context rather than in isolation to make sure that they are evaluated that way, that is, that direct and indirect effects of any given change throughout the system are considered.

The identification of alternatives was a small but key task in the evaluation process. Alternatives were considered among each of the following dimensions:

- o functions to be performed
- o type of access to information
- o types of materials handled
- o products and services to be offered
- o networking configurations/structure
- o communication means.

In the past, and in this case, the framework defined by these dimensions has proved to be useful in planning, designing, and evaluating library network activities.

Key dimensions in the study were network structure and function. To determine functions to be analyzed, we looked at functions currently performed by the network and at functions performed by networks in other states. The functions analyzed included the following:

- o Collection development
- o Cataloging

- o ILL and reference
- o Information retrieval
- o Circulation
- o Consulting
- o Education and training
- o Communication and coordination
- o Planning.

The heart of the evaluation study was the analysis of the current system and potential alternatives. This analysis made use of an evaluation framework developed by King Research over the course of a large number of studies of library and information systems. The framework incorporates the concepts of library system levels and of classes of evaluation measures applied to the various levels.

In this framework, six levels of a library system are distinguished: component, process, product or service, function, system, and environment. Each higher level subsumes or includes the levels below it. These levels are differentiated because they require specific types of evaluation measures and methods. In the discussion of evaluation levels which follows, we consider information retrieval as an example.

The most elemental system level consists of library system components: people (i.e., labor), equipment (e.g., computers, terminals, videodiscs), software, supplies (e.g., paper), and so on. When combined in some way, these components form a library process. Such a process may largely involve a single human activity (e.g., indexing) or equipment activity (e.g., storage, retrieval, printing), or it may combine more than one component, as it does when both human beings and equipment are interactively involved. One retrieval-related process is the formulation of a search query.

At the next level, library products (e.g., bibliographic publications) or services (e.g., circulation) involve several processes each of which may have several components. With online retrieval, processes that make up the information product or service include searcher training,

question negotiation, data base selection, query formulation, searching of a particular data base on a particular system, and so on. Library network products and services are distinguished from processes in that they are designed to serve a user, either a library or an individual.

An important system level is that defined as library functions or subfunctions. Just as the three previous levels are made up of lower-level parts, library functions or subfunctions consist of products and services. Information retrieval, including any component services such as online and manual retrieval, is an example of a library function.

The next library system level is a comprehensive system that consists of multiple functions or the same function performed by multiple organizations. A comprehensive information transfer system includes several functions. A single library is a comprehensive system including, among many others, the information retrieval function. We can also view as a comprehensive system the provision of information retrieval services on a statewide basis in Indiana. At the comprehensive library system level, economic and systemic interdependencies among functions and information transfer participants come into play.

The highest level of library system consideration is the system environment. All systems reside in a larger environment in which the system is intended to serve. This environment includes the libraries in Indiana and the general population of Indiana as users of those libraries.

The six library system levels provide an important dimension of an evaluation framework, one which helps determine what evaluation measures should be adopted. Activities at any level have a chain effect on all the higher levels. When evaluating at any specific level, it may be desirable not only to measure performance in terms of quality or quantities produced at that level of the system, but also to determine the effect that components, processes, products or services, functions, or comprehensive systems have on the higher levels of the library transfer system.

In this study, our focus was primarily on the comprehensive system and functional levels. This was dictated by the mandate to look at the network or system of cooperative library services and its structure. In conducting the evaluation, then, we concentrated on this level and on the component functions of the system. Lower levels were considered only insofar as necessary to explicate system concepts. This attention to the system and functional levels was applied consistently in both the consideration of the Indiana network and of network activities in other states.

In addition to distinguishing among system levels, we distinguish among classes of evaluation measures. The major classes identified are input, output, effectiveness or outcome, and benefit.

Input measures, for the most part, refer to the resources or level of effort that go into library components, processes, and products and services. The most common measure is cost, which is the outlay or expenditure made to achieve an objective. Its units are measured by dollars. Other input measures include such things as level of effort observed in units, hours of labor, and computer hours of production.

Output measures involve the results of input efforts or resources in terms of performance -- e.g., quality or quantities produced from components, processes or products or services -- or in terms of changes in attributes.

- Performance is a determination of how well an activity such as a process or service is performed as a result of the input effort or resources expended. Examples of performance are measures of quality, such as accuracy, reliability, and speed.
- Performance can also be expressed by measures of output quantities produced: number of bibliographic publications produced, number of searches performed, and so on.
- Attributes are characteristics or descriptions of components or products that result from input effort (e.g., color or display format) and the human counterpart such as a person's abilities. One can measure output of a component by how it affects a component's attribute. For example, training effort (input) can affect a person's abilities (output).

The achieved values of performance (i.e., quality and quantities) and levels of attributes are usually under the control of the product or manager of the component, process, or product or service. Therefore, decisions about them will affect their performance or levels of attributes.

Presumably, a system component, process, or product or service is designed to achieve some desired outcome. We consider effectiveness to be the degree to which a library system level achieves such a desired outcome. Measures of effectiveness may be the objective (or result) of the component, process, or product or service, stated from the perspective of whom the outcome affects (e.g., an information product user). Examples of system effectiveness would include extent of use, user satisfaction, or repeated use of a product or service. The producer or manager at the system level usually does not have direct control over effectiveness, but can only assume that increased performance or better attributes will yield more effectiveness (i.e., that the outcome of the system level will be better).

Benefits are the higher-order consequences of the components, processes, or use of library products or services. These consequences can best be thought of in terms of how they ultimately affect the environment within which the users operate, such as their organization or all of society. Examples include the effect of the use of library products and services on an organization's productivity or profit, or in the cure of disease, reduction of poverty, savings in energy resources, and so on. It is usually very difficult to measure benefits; therefore, judgemental statements must often suffice. Presumably, measures of effectiveness will be chosen that are positively correlated with benefits.

The different classes or types of evaluation measures can be applied at different system levels. Output measures reflect the result of a library system component, process, product or service, or function. They may include measures of both quantity and quality. Effectiveness measures are concerned with outcome, or how well a system objective is being met; and benefit measures reflect higher-order consequences of system output.

Because benefit measures deal with the combined effect of system components, usually on the user, they are generally discussed at the comprehensive system and environmental levels. Effectiveness measures similarly reflect an overall system assessment, but they provide linkages to specific functions, products or services, processes, and components.

In this study we looked at all of the various library system levels to some degree, and thus at a number of different types of measures to compare the identified alternatives. Among the measures chosen were both quantitative (e.g., level of a particular service) and qualitative indicators (e.g., perceptions of the desirability of different state library roles in network development).

The analysis was performed by taking the system description, expressed in levels, identifying measures at each level, and using those measures to compare the current system with the alternatives. The resulting assessment of the functioning of the Indiana network at the various levels is presented in Chapter 4.

The final study task was the development of recommendations. This involved identifying ways in which the network might be strengthened in such a way as to improve performance, effectiveness, or benefits or to maintain output while reducing costs. The recommendations developed address, among others, the questions originally posed by the State Library's Request for Proposal:

Questions Related to Network Functions

- o What are the responsibilities of each agency for the planning of cooperative services, and what procedures are suggested for coordinating the planning of cooperative services?
- o Is there an effective mechanism to coordinate the efforts of the various agencies?
- o Is consistency of service levels throughout the state desirable? In existence?
- o Are intended services being offered?
- o Is there undesirable duplication of services or costs?

Questions Related to Network Structures

- o To what extent should State and/or State administered funding be accompanied by program requirements -- viz., to receive funds, agencies must offer service "X" at a given level?
- o What are the legislatively mandated, commonly perceived, actual and desirable roles of the State Library in the Indiana cooperative library services network?
- o What are the benefits and disadvantages of the current autonomous governance of the individual library services authorities?
- o Are the overhead costs of multiple agencies reasonable?

These questions, and others which arose in the conduct of the study, range across the system levels described earlier. Thus different measures, and levels of measures, were used to compare the current system with feasible alternatives and then determine what changes might be appropriate. The recommendations developed by this process are presented in Chapters 4 and 5 of this report.

To conduct the study tasks described in the preceding pages, a variety of data items were required. To describe the current system, for example, data were sought on the number of network components and on levels of use of network services. These data were not always available and did not always use consistent definitions. To support future network planning activities, then, we would recommend that certain basic data be maintained by the appropriate agencies and collected in some way. These data should incorporate consistent definitions and include the following: number of libraries by type, size, geographic location and expenditures; library membership or non-membership in relevant Library Services Authorities; library use of LSA services; and the volume of use of the various LSA services. Other data which would have been useful in this study or are needed for planning efforts -- for example, potential levels of service, or detailed cost data -- should be sought on an as-needed basis.

CHAPTER 2

DESCRIPTION OF THE INDIANA LIBRARY NETWORK COMPONENTS

2.1 Overview

As in many states, library networking in Indiana has developed over the past 15 years as a number of independent initiatives in response to local needs, new technologies and available funding. The resulting picture is not yet one of a totally integrated network structure, but rather a composite of several loosely connected sub-networks and organizations which, together with the State Library, serve particular functional needs of the diverse public, academic, special and school libraries throughout the state.

The legal basis for most of these initiatives is the Indiana Library Services Authority Act of 1967 (recodified in April 1983). Of particular importance, this act provides for:¹

- o the formation of municipal corporations called library service authorities,
- o contractual service agreements between Indiana libraries and such authorities,
- o participatory management of LSA's, and
- o mechanisms for contracting for, and termination of, membership in such authorities.

Two types of authorities figure prominently in the Indiana Library Network: the Area Library Services Authorities (ALSA's) and the Indiana Cooperative Library Services Authority (INCOLSA). Both are multitype library networks in that their membership is open to all types of libraries in the state. Each serves a number of specific functions in relation to

¹ As summarized by The COBICIL Project Summary Report (1974), p. 34.

its members. A third LSA, the Indiana Library Film Service (ILFS), is on the other hand a single-type, single purpose organization providing audio-visual services to public libraries.

Yet another component of the network which shares some of the interests of these LSA's is made up of the professional library associations in Indiana. In particular, the legislative activities of the Indiana Library Association/Indiana Library Trustees Association (ILA/ILTA) have implications for state support of some of the LSA networking activities.

A fifth major participant with a multi-faceted role in statewide networking is the Indiana State Library. As a library, it is a member in INCOLSA and a user of its services, as well as a resource library for ALSA ILL services. As a State Library it is further mandated by the state to strengthen services in all types of libraries throughout Indiana and by LSCA regulations to provide administrative services in relation to federal funding.

Finally, but perhaps most essentially, is the basis for all networking activities — the 897 public, academic, school, and special libraries² in Indiana and their users.

In the remaining sections of this chapter, each of these participants in Indiana state networking are described in greater detail, with particular attention to the functions which they are currently serving or plan to serve within the network. Relationships between the network participants are identified within each section, and summarized at the end of the chapter.

2.2 Indiana Libraries

Libraries of all types in Indiana provide informational, educational, recreational and/or cultural services to nearly all of the

² Counted on the basis of library governing authorities, "1982 LSCA Report: Project 82-29. Title III. Area Library Services Authorities."

state's 5,490,179 residents. According to 1980 census figures, 63 percent of these residents live in urban areas, 13 percent in suburbs, and 24 percent in rural areas. Ninety-one percent of state residents are White, with Black and Spanish-speaking residents forming the largest minorities. Nearly half of this population is of working age (43 percent age 25-64), while 25 percent are between ages of 5-13, 18 percent ages 14-24, and nearly 10 percent over 65. In addition to serving the diverse interests and needs of these geographic, ethnic and age groups, Indiana libraries have had to respond in recent years to national demographic and economic trends, indicating growth patterns away from the Great Lakes industrial areas toward the Sun Belt states.

The libraries most widely confronted with the various needs of this population are the 239 public libraries across the state (not counting individual branch units), serving 94 percent of Indiana residents. Distribution of public libraries by population served is as follows:

Table 2.1. Number of Public Libraries by Population Served¹

<u>Population Served</u>	<u>Number of Libraries</u>
More than 100,000	10
50,000 - 100,000	13
25,000 - 50,000	20
10,000 - 25,000	48
5,000 - 10,000	49
Less than 5,000	99

NOTE: Total public libraries in 1981 = 239

¹Source: Statistics of Indiana Libraries 1981.

While these figures clearly indicate an inverse relationship between the number of libraries and size of population served, aggregated

population figures even more strikingly reveal that 42 percent of the state's residents are served by the 10 largest libraries, leaving the remaining 229 libraries to serve 58 percent of the population.

Other libraries in the state may be categorized by type and counted by governing authorities as follows: academic (76), special -- including health science (164), institutional (30), public school (299) and private school (81).³ Each of these types of libraries is designed to serve a particular constituency, but all have the option of drawing upon the collections of other libraries through interlibrary loan networks and automated systems.

Given the wide range in library size, population served, and user needs, library needs for the services of networks and systems can also be expected to vary considerably.

2.3 Area Library Services Authorities (ALSA's)

The development of the Area Library Service Authorities (ALSA's) can be traced back to the work of the Indiana Library Studies Coordinating and Steering Committee in 1970. Within the basic legal framework provided by the Public Library Law of 1947 and the Library Services Authority Act of 1967, the committee developed a draft statewide plan for library services, a hypothetical model of an ALSA, and a procedure for establishing an ALSA. Following statewide review of the work of this committee, a set of policies, procedures and guidelines was developed for use in setting up ALSA's throughout the state and officially published in December 1973.⁴

³ These statistics are based on figures compiled for the "1982 LSAC Report: Project 82-29. Title III. Area Library Services Authorities." Other means of counting library units are also used and recognized in the state.

⁴ "Rule II. Plan for the Development of Area Library Services Authorities. Policies, Procedures and Guidelines for Establishment of an Area Library Services Authority" (As adopted by the Indiana Library and Historical Board, October 11, 1973).

According to these procedures, ALSA boundaries were to coincide with those of the 14 state-designated economic planning regions, although ALSA's could encompass more than one such region. Thus, the total number of ALSA's would not exceed 14, but a minimum of eight ALSA's throughout the state was specified. The first two ALSA's were formally established in 1974, with development and mergers proceeding throughout the state up through the present time. The present configuration is one of nine ALSA's, three of which cover two economic planning regions and one of which covers three such regions (see Figure 2.1). Each ALSA maintains a headquarters office and is managed by an Administrator or Coordinator, who is in turn responsible to an ALSA Board. ALSA headquarters staffs generally include two or three additional personnel.

The purpose of the ALSA's is to enable member libraries to improve and expand services to patrons. Membership is voluntary, and is open to all libraries of all types located within the geographical boundaries of the ALSA. As of the end of 1982, membership of various types of libraries ranged from 51 percent to 95 percent across all ALSA's, with public libraries then being the most numerous (see Table 2.2). Within individual ALSA's, membership of various library types is as high as 100 percent. Depending on the number of libraries within an ALSA and the size of the ALSA staff, some ALSA's have more actively sought to expand their membership than others.

In terms of specific functions, all ALSA's are charged by the State Library with providing at least three basic services:

- o interlibrary loan
- o reference and referral
- o consultation/staff development.

The specific means, however, by which the ALSA's provide these services — as well as any others they choose to provide — is largely a decision left to each ALSA. This variation highlights one of the key features of the ALSA network — the built-in flexibility for each ALSA to design its own programs in response to the specific needs of the libraries

Figure 2.1
AREA LIBRARY SERVICES AUTHORITIES (ALSA's)

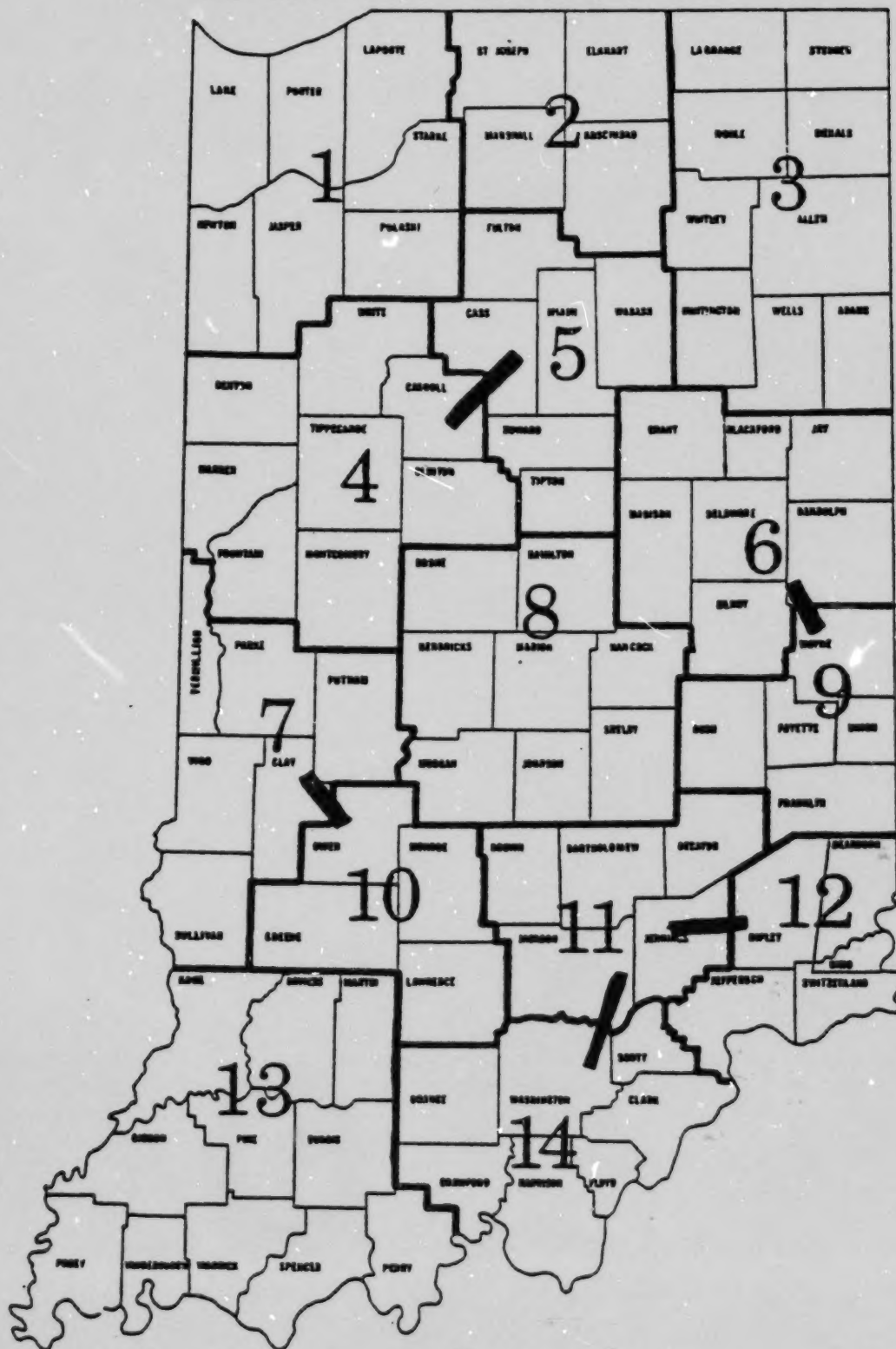


Table 2.2. Library Membership in ALSA's

	Type of Library*				
	Public	Academic	Special	School	Total
Indiana Libraries ¹	244**	76	194	380	897
ALSA Members ¹	232	62	99	229	621
Percent of All Libraries	95%	82%	51%	60%	69%

*Counts based on ALSA definition of a library unit. "Academic" category includes regional campus libraries but not individual libraries within a campus; the "School" category reflects corporations not individual library units within each school corporation.

**Differs from total of 239 cited in "Statistics of Indiana Libraries, 1981."

¹Source: "1982 LSCA Report: Project 82-29. Title III Area Library Services Authorities."

and library users in its area. Given the diversity of Indiana's population and the unique character of various regions throughout the state — from urban-industrial in the north to rural-agricultural in the central and southern portions of the state — such flexibility has been viewed as a positive feature of the ALSA's and results in distinct ALSA identities.

The diversity among ALSA's can be seen by looking at interlibrary loan/reference and referral services, for example. Although all ALSA's are required to provide ILL services, the amount of the ALSA budget specifically targeted for both ILL and delivery varies from roughly 46 percent to 70 percent.⁵ Generally, across all ALSA's, ILL procedures have been standardized through the efforts of 1980 Task Force on Interlibrary Loan and the resulting Indiana Library Resource Sharing Manual published in February 1982. Each ALSA designates at least one member library as the resource library to which ILL requests from member libraries will be forwarded. Should this (these) library (libraries) not be able to fill a title request, such requests are then forwarded to either other ALSA's, the State Library, or one of the the five specified state resource centers (Ball State University, Purdue University, Indiana State University, Indiana University and Notre Dame University). Reasons for variation within this basic pattern range from the quality and quantity of resources within an individual ALSA, to the availability of OCLC terminals and their use in either searching for holdings or placing ILL requests, to the specific relationships worked out between ALSA headquarters and resource libraries for provision of personnel, space, and services. All such factors considered, the resulting estimated cost per filled request varies across the ALSA's by nearly \$14.00 (see Table 2.3).

Similarly, consulting services and continuing education programs vary among the ALSA's, again owing to the nature of library needs and the availability of ALSA funding/staff. In 1982, for example, the number of

5 "1982 LSCA Report: Project 82-29. Title III. Area Library Services Authorities." Includes prorated administrative costs.

Table 2.3. ALSA Reference/Referral and Interlibrary
Loan Volume, Fill Rates, and Costs: FY 1982

ALSA	Total RR/ILL Requests	Fill Rates ¹			Cost Per Filled Request ^{1,2}
		By Centers	Within ALSA	Total	
NIALSA #1	16,174	35%	54%	85%	\$ 7.60
AREA 2	9,324	34%	74%	74%	9.70
TRIALSA #3	6,346	56%	63%	89%	10.50
WABASH VALLEY #4/5	9,944	38%	42%	67%	11.60
EIALSA #6/9	11,326	45%	53%	86%	6.70
STONE HILLS #7/10	15,292	29%	46%	49%	10.70
CIALSA #8	11,636	66%	69%	69%	10.30
SIALSA #11/12/14	10,832	37%	46%	83%	9.00
FOUR RIVERS #13	3,238	55%	60%	80%	22.20
TOTAL	94,112	41%	55%	74%	\$10.60

¹Source: "1982 LSCA Report: Project 82-29. Title III. Area Library Services Authorities."

²Includes expenditures for reference and referral, interlibrary loan, and delivery, and a prorated portion of administrative costs.

visits by ALSA staff to libraries in their area ranged from 21 to 66; the number of individual consultations from 18 to 411. One ALSA held three workshops during 1982 while another held 12.

Other services which ALSA's variously provide include audio-visual services, cooperative purchasing, cooperative acquisition of equipment, loan of AV equipment, database searching and communications links between members and the ALSA headquarters. All ALSA's produce a newsletter, but these are issued anywhere from twice to ten times per year. Five of the ALSA's compile membership directories and all produce at least some other manuals, brochures, catalogs or information series. Four ALSA's are working on compiling union lists of serials, while one ALSA produces a union list of indexes and another a union list of reference materials. Six ALSA's provide access to a printing service to members, and five provide professional magazine routing. In short, ALSA services are indeed unique to each region, changing over time as well in response to regular evaluations of programs and services.

Clearly, with such a broad variation in type-of-library membership and broad range of capabilities of individual member libraries, ALSA services will not be equally important to all members. Some members use ALSA services much more than others, and some members do not draw upon ALSA services such as ILL at all (see Table 2.4). In addition to the varying internal and alternative resources available to each library which may predispose it toward greater or lesser use of ALSA services, active use of the ALSA's is often also related to the attitudes of library administration toward the benefits of networking.

Despite such diversity among ALSA's and in individual library use of ALSA's, there are several indirect benefits of ALSA membership which appear to be common to all ALSA's. Either directly or indirectly ALSA programs often provide the opportunity for librarians to meet locally and discuss mutual problems and solutions to problems. For some librarians, ALSA headquarters also serve as an intermediate point of contact with the

Table 2.4. ALSA Membership and Use of ALSA ILL Borrowing Services:
Fiscal Year 1982

ALSA	Number of Members ¹						ILL Borrowing ²	
	Public	Academic	Special	Institution	School	TOTAL	Number of Members Requesting	Percent of Total
NIALSA #1	25	7	2	2	18	54	44	81%
AREA 2	20	9	10	0	22	61	55	90%
TRIALSA #3	23	9	15	1	32	80	76	95%
WABASH VALLEY #4/5	36	4	0	1	23	63	40	63%
EIALSA #6/9	36	6	5	3	34	84	74	88%
STONE HILLS #7/10	17	4	5	0	24	52	44	85%
CIALSA #8	26	10	34	4	22	96	80	83%
SIALSA #11/12/14	25	6	9	3	36	79	74	94%
FOUR RIVERS #13	24	7	5	0	16	52	43	83%
TOTAL	232	62	85	14	229	621	530	85%

¹Source: "1982 LSCA Report: Project 82-29. Title III. Area Library Services Authorities."

²Source: Obtained from individual ALSA's

State Library in cases where libraries do not know the appropriate person or office to contact in the latter. Such contacts and accessibility appear to heighten regional identity among many ALSA constituents, and provide many individual librarians with an opportunity for personal, professional development.

2.4 Indiana Cooperative Library Services Authority (INCOLSA)

Development of INCOLSA also began in the early 1970's, specifically with the Cooperative Bibliographic Center for Indiana Libraries (COBICIL) Feasibility Study Project. At this time, a number of libraries in the state were interested in the new capabilities for online cataloging and production of machine readable records, particularly as being developed by the OCLC Network in Ohio. The COBICIL Study, which began in October 1972 and was completed in May 1974, sought to determine the potential interest of all Indiana libraries in development of a similar cooperative bibliographic network in Indiana. The resulting report evaluated study findings and examined various alternatives for the structure and organization of a cooperative bibliographic network. Despite some interest in developing and administering such a center through the State Library, it was felt that the network would have more flexibility as an autonomous membership-directed corporation within the framework of the Library Services Authority Act of 1967. ⁶

In 1974, with the support of an LSCA Title I grant of \$716,000, implementation of the COBICIL recommendations began and the Indiana Cooperative Library Services Authority (INCOLSA) was formally established. INCOLSA goals were developed by its Board of Directors at this time and remain as follows:

- o to improve services to the users of Indiana libraries
- o to reduce the rising costs of library operations
- o to make effective use of Indiana's library personnel
- o to ensure an effective integration of Indiana's libraries into a national library network.

6 See the COBICIL Project Final Report (1974), pp.101-109.

Over the years specific objectives and program areas have been identified which support the attainment of these goals, frequently but not exclusively through use of new library automation systems and technologies. Program areas for 1983, for example, focus on the ongoing development of:

- o automated cataloging
- o a processing center
- o continuing education and training
- o the Indiana Union List of Serials
- o automated circulation systems
- o automated information retrieval
- o online public catalogs.

Still other activities support these program areas, such as retrospective conversion.

By September 1983 members and users of INCOLSA had grown to over 233 libraries of all types (see Table 2.5). However, it is also important to bear in mind that still other libraries may attend INCOLSA workshops or programs, but not be reflected in this number. Somewhat unlike the ALSA's, libraries may be users of INCOLSA services but not members, or, they may be members but use no automated services at this time. Membership does entitle libraries to one representative on the INCOLSA Board of Directors. Annual membership fees are \$15.00. Insofar as INCOLSA has developed as the broker of OCLC services to libraries in Indiana and OCLC has stipulated that its users must be "members" of both OCLC and of those state or regional networks that broker OCLC services, users of OCLC services in Indiana must be members of INCOLSA. Use of other INCOLSA contractual services, however, does not require membership status, although some libraries do choose to be members even though they are using only some or no INCOLSA automated services at all. In sum, the terms "members" and "users" bear specific connotations as well as rights and responsibilities, but for the purpose of looking at the number of libraries with a contractual relationship to INCOLSA, both categories are considered here as one group.

Table 2.5. INCOLSA Membership and Use of
Services: 1983

Type of Library	Number of Members/ Users	OCLC Users		Processing Center Users		Information Retrieval Users	
		Number	Percent	Number	Percent	Number	Percent
Public	73	32	43%	13	17%	13	17%
Academic	60	60	100%	0	0%	38	63%
Special	78	15	19%	39	50%	48	61%
School	22	8	36%	2	9%	5	22%
TOTAL	233*	115**	45%	54	23%	104	45%

* Total includes 43 members using no automated services at present, 115 members and their affiliated libraries using OCLC, 18 members using automated services other than OCLC, and 66 non-members using either the processing center or information retrieval (78% of which are special libraries).

** All 115 use OCLC's cataloging system, 76 of these also use the ILL sub-system for outgoing ILL requests and nearly all use the ILL sub-system for incoming requests; 46 use other OCLC services.

Source: Analysis of INCOLSA Mailing List, August 1983.

Regarding ALSA membership in INCOLSA, in the past ALSA's have not been eligible for either INCOLSA or OCLC membership. However, both of these situations are changing. Modifications to the Library Services Authority Act on September 1, 1983 reflected in the new Library Laws IC 20-14 (see Appendix B) would allow for ALSA membership in INCOLSA. At the same time, a new OCLC contract under negotiation may allow ALSA's to qualify for OCLC membership. (At present ALSA's have access to OCLC through their reference center libraries, but insofar as ALSA's do not directly contribute to building the OCLC database -- e.g., through cataloging -- they have not qualified for OCLC membership.)

Like the ALSA's, INCOLSA also serves particular functions vis-a-vis its members, all of which are administered by an Executive Director and a staff of approximately eight personnel based in Indianapolis. The primary characteristics of INCOLSA functions, however, are its emphasis on making new technologies available to all libraries for use in meeting present library needs and developing future networking mechanisms, and its emphasis on integrating Indiana libraries into national networking trends. Specifically, INCOLSA is providing a number of services in the areas of cataloging, retrospective conversion, and database development; full and partial book processing; information retrieval/database access; and circulation. Consulting and training services are also available to support these specific areas of service.

In terms of OCLC-related services, INCOLSA provides the contracting link between individual libraries and OCLC. As of Fall 1983, 190 terminals had been installed in 115 INCOLSA-member libraries. In addition to cataloging use in all of these libraries, 76 libraries use the OCLC/ILL sub-system for outgoing ILL requests while nearly all use the OCLC/ILL sub-system for incoming requests; 100 libraries participate in the OCLC-based Indiana Union List of Serials; and 46 libraries use other OCLC sub-systems and services (e.g. serials control, retrospective conversion, etc.). Training sessions are held to provide members with up-to-date techniques in using each sub-system, and an INCOLSA/OCLC newsletter is regularly issued to advise members of new developments in OCLC developments.

For those libraries which are too small to support full use of an OCLC terminal, INCOLSA also operates a Processing Center. Up until mid-1976 a processing center was available to Indiana libraries and operated out of the Crawfordsville District Public Library. As INCOLSA developed, it was asked by this library in 1976 to take over all processing center operations; the center was subsequently moved from Crawfordsville to INCOLSA headquarters in Indianapolis. According to 1983 statistics, 54 libraries now use this center, either for full book processing (including acquisitions, cataloging and labelling), card catalog services, labelling only, specific health science cataloging or other special or custom cataloging.

A third major area of INCOLSA service is in information retrieval/database searching (IR). Libraries or organizations wishing to search databases through major vendors, such as Dialog, BRS and SDC, can join group contracts with these vendors through INCOLSA and receive training in database search techniques for each system and/or specific databases from INCOLSA. Periodic memos or newsletters are also issued for IR users, and in 1981 INCOLSA served as host for the development of an Indiana online users group.

Finally, one of the most recent programs initiated by INCOLSA is the development of automated circulation control clusters. Following action by the INCOLSA Board of Directors designating automated circulation a priority service area, INCOLSA has pursued the development of a cooperative project for the provision of shared microcomputer-based clusters to provide automated circulation and public access. From the point of view of the individual INCOLSA member library, such systems may be the only economically viable way to provide automated circulation services to their users. Additional benefits may further include improved collection management and cooperative collection development, while the development of machine readable files for circulation can facilitate future participation in online catalog systems. From a statewide point of view,

such systems can also serve in future as a basis for the development of an integrated computer-based library network throughout Indiana.⁷ At present, data and procedures have been developed for a statewide system of clusters; available funding may be sufficient to begin initial development of three or four clusters.

2.5 Indiana Library Film Service (ILFS)

The Indiana Library Film Service (also known as the Indiana Film Circuit Library Services Authority) is another unique component of networking services in the state. However, as its scope is specifically limited to audiovisual services its development has been much more narrowly defined than that of either the ALSA's or INCOLSA. Beginning in 1955, the Film Service was developed under the State Library to make available to participating libraries 16mm films which they could otherwise not afford. By 1963, it had grown too large to be handled by the State Library and moved to Evansville. Following the 1967 Library Services Authority Act, the Film Service was reorganized as Indiana's first Library Services Authority.

Although the ILFS was designed originally to serve public libraries, by 1983 its 66 members also included seven ALSA's. Unlike other LSA's, the Film Service is a completely self-supporting cooperative, based on a \$6,500 entry fee and an annual fee of \$900-\$1,500 (depending on size of population served). ALSA memberships were initially supported by LSCA funds. Income is used to purchase films and operate the service. Each member library or ALSA, in turn, receives 30 films per month. Films are circulated in the members' communities at their discretion except that they

⁷ See the "Plan for the Development of an Indiana Library Information Public Services Network," prepared by James E. Rush and J. Thomas Roberts, January 17, 1981.

may not charge a fee and the films may not be used for television broadcasting. Each member is required to provide a 16mm projector, a film rewind machine, a film splicer and the personnel and materials necessary to inspect and make simple repairs to each film upon receipt and after each use.

Other services which are currently available to ILFS members include cooperative purchasing of films, equipment and supplies. A small feature film collection is available, from which members are offered three film bookings a year at no extra charge (for \$20 per year members are guaranteed 20 or more film loans). A video cassette circuit has also recently been initiated, providing 15 or more VHS cassette feature films, rotated on a bimonthly basis, to those members electing to pay \$1000/year for this optional service.

2.6 Indiana State Library (ISL)

The Indiana State Library performs a number of distinctive roles within the Indiana library network and as a library itself. Founded in 1825 and placed under the aegis of the Indiana Library and Historical Department in 1925, the State Library is now one of two agencies administered by that department. Final authority for the management and control of the library lies with the five-member Indiana Library and Historical Board, appointed by the Governor for four-year terms. It is at this level that state and federal aid is formally received and administered for the improvement of library and historical services in Indiana. It is at two other levels, however, that the State Library is most actively involved with networking activities in the state.

The Indiana State Library has been mandated by the state:

. . . to develop and provide library service to state government, its branches, its departments and its officials and employees; to provide for the individual citizens of the state those specialized library services not generally appropriate, economical or available in other libraries of the state; to encourage and support the development of the library profession; and to strengthen services of all types of publicly and privately supported special, school, academic and public libraries. (Acts of 1981, PL 40, Sec. 7; 4-23-7.1)

In order to carry out these roles, the library is internally organized into seven divisions, all of which come under the purview of the ISL Director:

- o Division for the Blind and Physically Handicapped
- o Catalog Division
- o Genealogy Division
- o Indiana Division
- o Reference and Loan Division
- o Extension Division.

While the Reference and Loan Division handles ISL responsibilities for title and subject ILL requests, it is through the latter division that the State Library most directly interacts with the ALSA's, INCOLSA and the ILFS. A number of consultants are maintained on the staff of the Extension Division to handle requests for specific consulting services forwarded by ALSA's or submitted directly by individual public or institutional libraries. This division also administers the LSCA funding process and related programs in public libraries and cooperatives.

An additional advisory council is also required in all state libraries by LSCA to review all grant proposals and submit recommendations for federal-funding to the appropriate bodies, in this case the Indiana Library and Historical Board. In Indiana this council is called the Indiana State Library Advisory Council (ISLAC) and is made up of 28 members appointed by the Board. Membership is representative of all types of libraries and major library cooperatives in the state, with library users comprising one-third of council members. This body is in turn divided into six committees, each of which reviews LSCA grant proposals in its area of concern:

- o continuing education and orientation
- o long-range planning
- o network coordinating

- o public library services
- o special services
- o construction.

In addition, ISLAC provides advice on the development, administration and evaluation of a State Plan for Libraries in Indiana.

Thus, the State Library plays a number of important roles as a library, state resource center, library consultant and federal funding administrator. It has no direct authority over Indiana libraries, however, nor does it serve as a statewide networking center. It simply has specific functions to perform, as do the other network components. As can be seen in Chapter 3, this sort of position is currently more often the norm among state libraries than not, but needs to be pointed out lest any incorrect assumptions be made about the role of the State Library in the statewide networking structure.

Regarding current appropriations of federal and state funds, an approximate breakdown of FY1983 funding can be determined for major library and network functions (Table 2.6).

2.7 Library Associations in Indiana

Finally, the statewide professional associations open to Indiana librarians deserve mention among the participants in the Indiana Library Network. Founded in 1891, the Indiana Library Association (ILA) currently has 1099 individual members and 212 institutional members. Most of these are from public libraries, with about 5% from academic and 1% from special libraries. Many special librarians join the Indiana Chapter of the Special Libraries Association (SLA) while the professional association of school librarians is the Association of Indiana Media Educators (AIME). In 1976, ILA established a Joint Executive Office with the Indiana Library Trustees Association (ILTA). Membership in the latter presently includes 1400 public library trustees.

Table 2.6. Estimates of FY 83 Expenditures by Function

	State Funds	Federal Funds	Total
<u>ILL Reference Referral, Information Retrieval, Reciprocal Borrowing</u>			
ALSAs	\$450,000 ¹	608,000 (I)	
INCOLSA (Information Retrieval)		148,000 (III) ¹	
Reciprocal Borrowing (public libraries)		251,000 (I)	
Resource Centers		15,000 (III)	
ISL	314,000	104,000	
	<u>\$764,000</u>	<u>\$1,126,000</u>	<u>\$1,890,000</u>
<u>Cataloging, Data Base Development, Retrospective Conversion</u>			
Retrospective Conversion (public libraries)		89,000 (I)	
Tape Conversion (Indiana State University)		110,000 (III)	
INCOLSA	393,000 ¹		
ISL	171,000		
	<u>\$564,000</u>	<u>\$ 199,000</u>	<u>\$ 763,000</u>
<u>Consulting</u>			
ALSAs	(See 1 below)		
INCOLSA	(See 1 below)		
ISL (Library Development)	\$148,000	75,800 (I)	
	<u>\$148,000</u>	<u>75,800</u>	<u>\$ 223,800</u>
<u>Circulation</u>			
Project Circ (INCOLSA)		600,000 (I) ³	
			<u>600,000</u>
<u>Other</u>			
Blind and Physically Handicapped	142,800	194,000 (I)	336,800
State Institutions	267,500 ²	85,700 (I)	353,200
AV/Video Services - ILFS/ALSA		40,000 (I)	
ISL Video Duplication		29,000 (I)	69,000
Hamilton County Service Extension		25,000 (I)	25,000
Public Relations/Information		33,000 (I)	33,000
LCSA Administration		91,000 (I)	91,000
	<u>\$410,300</u>	<u>\$ 497,700</u>	<u>\$ 908,000</u>

NOTE: Roman numerals in parenthesis — I or III — indicate the LSCA Title under which projects are funded.

1 Includes consulting (ALSA and INCOLSA) information retrieval and training (INCOLSA).

2 State Department of Correction and Mental Health, Library Expenditure Reports, 1982.

3 Includes funds to establish circulation clusters as these develop.

Source: estimated breakdown by State Library.

Specific activities of these associations include district-level meetings for members, providing opportunities for exchange of ideas, annual conferences including workshops and programs, and committee/division activities to accommodate specific ongoing interests and professional concerns of members. Of particular relevance to state networking efforts, however, are the legislative activities of ILA/ILTA. In recent years, for example, the ILA/ILTA legislative package has included an INCOLSA funding request and an ALSA funding request. Given limited financial resources for networking, such ongoing efforts to boost state funding are an essential facet of network development.

2.8 Network Interaction and Coordination

As noted throughout previous sections, each of the statewide network participants interacts in some way with the others. For example, ALSA headquarters and the State Library use some INCOLSA services; ALSA's may belong to the Film Service; INCOLSA/OCLC services facilitate interlibrary loan within and among the ALSA's; the State Library and ISLAC together review and administer federal funding to both the ALSA's and INCOLSA; and a number of groups, including ILA/ILTA, work for improved state funding.

At the individual library level, interaction with each network component becomes even more complex, as libraries are variously served by one or more state network participants. Table 2.7 provides a breakdown of INCOLSA, ALSA and ILFS membership statistics by type of library while Table 2.8 illustrates the overlap of memberships in the ALSA and INCOLSA by ALSA geographic region. Interestingly, in Table 2.8, INCOLSA membership among ALSA members is remarkably similar across most ALSA's — between 25 and 38 percent with the exception of SIALSA in the southeastern part of the state where only 10 percent of ALSA members are INCOLSA members. Among INCOLSA members, 48 percent are also ALSA members. In addition to the overlapping memberships in these two cooperatives, some individual libraries are also members in ILFS (see Table 2.9) and both libraries and librarians are

Table 2.7. Indiana Library Membership
in Library Services Authorities *

	Type of Library				Total
	Public	Academic	Special	School (Corporations)	
Indiana Libraries ¹	244**	76	194	380	897
INCOLSA Members/ Users ²	73	60	78	22	233
Percent of All Libraries	29%	78%	40%	5%	25%
ALSA Members ¹	232	62	99	229	621
Percent of All Libraries	95%	82%	51%	60%	69%
ILFS Members ³	59%	—	—	—	59%
Percent of All Libraries	24%	—	—	—	24%

* These data must be used with caution for purposes of comparison as library membership units are defined differently by the ALSA's and INCOLSA and membership data are derived from independent sources. One INCOLSA membership contract may cover more than one library. Further, totals for each type of library are based on ALSA definitions and figures. Percentage representation of INCOLSA members by library type may therefore be understated.

** Differs from total of 239 cited in "Statistics of Indiana Libraries, 1981."

¹Source: "1982 LSCA Report: Project 82-29. Title III. Area Library Services Authorities."

²Source: Analysis of INCOLSA Mailing List, August 1983

³Source: Indiana Library Film Service

Table 2.8. Overlap of ALSA and INCOLSA
Members/Users by ALSA Region*

ALSA STATUS	Number of ALSA Members	INCOLSA Members/Users ²	Not INCOLSA Members/Users	INCOLSA Member- ship Proportion
NIALSA #1	54	19	35	35%
AREA 2	61	9	42	35%
TRIALSA #3	80	22	58	28%
WABASH VALLEY #4/5	63	17	46	27%
EIALSA #6/9	84	23	61	27%
STONE HILLS #7/10	52	19	33	37%
CIALSA #8	96	37	59	38%
SIALSA #11/12/14	79	8	71	10%
FOUR RIVERS #13	52	18	34	34%
ALSA TOTAL	621	182	439	29%
Not ALSA Members	276	51	225	18%
TOTAL LIBRARIES	897	233	664	25%
ALSA Membership Proportion	69%	78%	66%	

* These data must be used with caution for purposes of comparison as library membership units are defined differently by the ALSA's and INCOLSA, and membership data are derived from independent sources.

¹Source: "1982 LSCA Report: Project 82-29. Title III. Area Library Services Authorities."

²Source: Analysis of INCOLSA Mailing List, August 1983

Table 2.9
Membership Overlap Among
ALSA's, INCOLSA and the ILFS*

	<u>Total</u>
ALSA only	439
INCOLSA only	51
ILFS only	3
ALSA and INCOLSA	182
ALSA and ILFS	14
INCOLSA and ILFS	0
ALSA and INCOLSA and ILFS	56

* These data must be used with caution for purposes of comparison as library membership units are defined differently by the ALSA's and INCOLSA, and membership data are derived from independent sources.

Source: Member/user lists supplied from the ALSA's, INCOLSA and the ILFS. IFLS membership also includes seven ALSA's that are not reflected here; INCOLSA users include one ALSA and a number of neighboring out-of-state libraries none of which are reflected here.

members of various professional organizations. Thus, as pointed out in the INNS Report of 1979, individual libraries are faced with a need to belong to two or more cooperatives in order to receive the full range of cooperative services available in the state.⁸

Over the years, some effort has been made to improve communication and coordination between the major library cooperatives in the state. Most recently, the need for a coordinating mechanism resulted in formation of a Council of Library Authorities (COLA), comprising representatives of all 11 Library Services Authorities (the nine ALSA'S, INCOLSA and the ILFS). The position of chairperson of the Council was to be rotated among the member groups. However, although the Council first became active in early 1981, it never fully achieved its purposes and has become inactive.

In sum, the picture of networking services in Indiana at present is one of highly complementary cooperative activities supported variously by the Library Services Authorities, the State Library and professional associations, but of no clear framework for coordination, communication and joint planning of services and funding requirements. How this situation compares with network features in a number of other states is reviewed briefly in the next chapter.

⁸ The INNS Project Final Report (1979), p. 108.

CHAPTER 3

NETWORK STRUCTURES IN OTHER STATES: A SELECTED REVIEW AND COMPARISON

3.1 Library Network Structures

In the library environment, networks are generally organized for the purpose of improving services to patrons or users of library services. Networks seeks to expand upon the resources of individual libraries (materials, personnel, equipment) by sharing these resources or developing new shared resources among member libraries. Beyond this point of generality, networks diverge widely—in terms of their geographic scope, functions, subject focus and type of resources involved. Existing networks are single-purpose, multi-purpose, single-type, multi-type, local, regional, statewide, national. Some networks rely heavily on use and development of new technologies in supporting their functions, while others use primarily traditional means of communication and service.

In an effort to conceptualize the organizational structure of library networks, several general models have been identified which illustrate the relationship among members. The basis for network structure may be the physical location of resources, or it may be the provision/coordination of network services (e.g. circulation systems, cataloging, information retrieval). In either case, each model serves basically to identify each member as a network node and to show channels of communication among network members.

The first such model is one of a centralized network, wherein a central node (member or administrative center) provides one or more functions vis-a-vis other members. Communications run between each member node and the center, but not between nodes:



A variation of this model is the distributed centralized network in which there is more than one central node, each with a set of members or related nodes. Communications are as above, but also between each of the central nodes:



A fully distributed network model is one in which resources or functions are fairly equally distributed among members, but are also somewhat distinctive among each member. Thus, each member interacts with all other members, drawing upon the capabilities/functional responsibilities of each. Communication flows along channels between all nodes:



Finally, a hierarchical network structure is comprised of several levels of nodes, with members of the lowest level interacting primarily with the next level, which in turn interacts with the next highest level, and so on. The top of the hierarchy is the level of last resort in this type of bottom-up communication often used in interlibrary loan. The

hierarchical model allows for top-down interaction as well. In either case, communication tends to flow mostly in vertical directions:



The state has been a logical locus of network development based on common legislation, state funding, and the channeling of federal (LSCA) funding through states. However, in many cases, it is difficult to speak of a single state network, precisely because of the variety of some of the above-mentioned types of networks which have developed over recent years within states. Similarly, it is often difficult to speak of a single state network structure. A few states have sought to develop a multi-function state network according to a particular model. The most notable example of this is Washington state, with its Washington Libraries Network centralized in the State Library. More often, statewide networks focus on a limited number of functions, or states support and draw upon multiple networks to provide a full range of networking functions to libraries in the state.

In looking at library network structures from the statewide perspective, then, what is found is not a clear set of alternative models in operation, but rather a variety of unique and distinctive structures which have evolved over time according to individual library needs and statewide library resources, available funding, the convictions of individual library and network leadership, and developments in library technologies. In the remainder of this chapter, the current picture of statewide networking in three states will be briefly described, focusing not only on structure but also on major functions, the role of the State Library, and network planning and coordination. The three states selected for review are Illinois, Missouri and New York -- each of which offers some distinctive features in state-level networking. Figure 3.1 summarizes major statewide network components in each state; Figure 3.2 provides a function by level of implementation matrix; and Figure 3.3 summarizes the salient features of each state network. Indiana is included in these figures for comparative purposes; for a full description of the Indiana network see Chapter 2.

Figure 3.1

MAJOR STATEWIDE NETWORK COMPONENTS:
NEW YORK, ILLINOIS, MISSOURI AND INDIANA

STATE	NETWORK COMPONENTS
NEW YORK	(1) public library systems (22) (2) regional reference and research library resources systems (3Rs*) (9) (3) pilot school library systems (12) (4) pilot school + 3Rs systems (2) (5) SUNY/OCLC (6) <u>State Library</u> * include public library systems (1)
ILLINOIS	(1) single type systems (2) regional multitype systems (18) (3) ILLINET/OCLC (4) State Library
MISSOURI	(1) cooperative units involving two or more libraries (2) multitype library resource networks (7) (3) Missouri Library Network Corporation (MLINC/OCLC) (4) Missouri Library Network Board (5) State Library
INDIANA	(1) regional multitype cooperatives (ALSA's) (9) (2) INCOLSA/OCLC (3) Indiana Library Film Service (ILFS) (4) State Library

Figure 3.2

NETWORK FUNCTION BY LEVEL OF IMPLEMENTATION:
NEW YORK, ILLINOIS, MISSOURI AND INDIANA

STATE	MAJOR FUNCTIONS			
	ILL/RR	CATALOGING	CIRCULATION	INFO RETRIEVAL
NEW YORK	NYSILL—operated by State Library = switching center to major resource collections, (including State Library)	SUNY/OCLC	local public library systems	local regional
ILLINOIS	18 Regional Systems + 4 Research & Ref Ctrs + 3 Special Res. Ctrs.	ILLINET/OCLC	regional efforts Library Computer System (20 academic)	local regional
MISSOURI	7 networks + 5 Major Resource Libraries (all public)	MLINC/OCLC	local	local
INDIANA	9 regional cooperatives + State Library + 5 State Resource Centers	INCOLSA/OCLC	local Project CRIC	local some regional (ALSA)

Figure 3.2
(Continued)

STATE	MAJOR FUNCTIONS			
	EDUCATION & TRAINING	CONSULTING	PLANNING	COORDINATION
NEW YORK	local regional state	local regional State Library (Bureau of Regional Lib. Services)	local regional state	State Library
ILLINOIS	local regional state	local regional state	local regional state (policy making role outside State Library— Secretary of State as State Librarian)	State Library
MISSOURI	local regional state	local regional state	local regional state	Missouri Libraries Network Board/ State Library
INDIANA	all network components	all network components	all network components ISLAC	COLA (inactive)

Figure 3.3

SALIENT FEATURES OF SELECTED STATE NETWORKS:
NEW YORK, ILLINOIS, MISSOURI AND INDIANA

STATE	SUMMARY OF SALIENT FEATURES
NEW YORK	(1) public library systems are a significant single-type library component of network, and are also members of multitype 3Rs (2) State Library operates NYSILL, acts as switching center for ILL requests not handled by public or 3Rs components (3) school libraries are not included in all multitype units (3Rs) (4) 3Rs are state funded (5) SUNY/OCLC is administered a state agency but is not state funded
ILLINOIS	(1) statewide OCLC brokerage is managed by State Library (2) Advisory Automation Committee of State Library advises on interface of circulation systems, other automation questions (3) ILLINET is name of state network, not just OCLC services component—it is coordinated by State Library (4) system-level boards were formerly made up of public library representatives with other types of libraries represented on an ex-officio basis—new legislation will make boards and systems truly multitype (5) regional library systems are state funded
MISSOURI	(1) statewide OCLC broker (MLINC) is a non-profit corporation, outside State Library (2) state level coordination is provided by Missouri Library Network Board, comprising two representatives of each region (3) relationship among regional systems and between libraries and MLINC is contractual (4) fees are charged for both regional systems and MLINC; regional networks are supported by federal not state funds
INDIANA	(1) eleven major components of state network are organized under Library Services Authority Act (ALSA's, INCOLSA, ILFS) (2) statewide OCLC broker (INCOLSA) is a membergoverned cooperative, outside State Library, providing a range of services (3) membership fees are charged to partially or fully support INCOLSA and ILFS respectively (4) libraries belong to more than one library services authority for a full range of network services

3.2 Illinois

Although the Illinois state network, ILLINET, comes the closest to a centralized structure insofar as the State Library serves as the administrative center for the multi-function network, specific functions of the network, such as interlibrary loan, are actually hierarchically structured.

The basic operational unit of the network is the multitype system, of which there are 18 throughout the state with a total membership of 2,200 libraries. As of early 1983, all public libraries were members in these systems. Academic, special and school libraries were considered affiliate members and were generally somewhat less involved in systems than public libraries. Similarly, system boards were comprised of elected members from public libraries, while representatives of other types of libraries were ex-officio board members. In mid-1983, however, this set of relationships was to be changed by legislation in order to allow full membership status to all libraries, thus making the 18 systems truly multitype network components.

One of the basic functions of these systems is interlibrary loan. Systems may be headquartered in libraries or in their own separate offices. In either case, system headquarters serve as regional ILL switching points, passing requests on to libraries within the system or, if not held in system libraries, onto one of four Reference and Research Libraries, (the Illinois State Library, University of Illinois, Southern Illinois University and Chicago Public Library), or, ultimately to one of three Special Resource Centers if a request could not be filled elsewhere. Tools for identifying library holdings of requested items include OCLC and the Library Computer System (LCS) being developed by the University of Illinois and based in Chicago. LCS includes the holdings records of 20 academic libraries throughout the state. System members are not required to submit all ILL requests through the system, and users of OCLC can clearly handle many of their ILL needs directly through searching OCLC holdings. However, the systems do provide one avenue for meeting ILL needs by drawing upon designated resources in system and resource center libraries.

Automated circulation systems are also being developed in nearly all of the 18 statewide networking systems, with dial-up links between a number of these circulation systems and a number of projects underway to develop still other system interconnections. Most recent figures indicate that the holdings of 245 libraries (counting Chicago Public Library branches as separate units) had been entered into such circulation systems, building a statewide database of over eight million titles (including duplicates).

As mentioned above, one of the most noteworthy features of the Illinois network is the role of the State Library not only as a special library to state government and as one of four Reference and Research Libraries, but also in coordination of ILLINET. As a part of this latter role, the State Library serves as the state broker for OCLC services to libraries in the state and administers the OCLC/ILLINET Bibliographic Database Service. OCLC users thus contract for OCLC services through the State Library, which in turn passes on to OCLC users only direct OCLC costs. Administrative costs for this service are absorbed into the State Library budget. Over 230 libraries now use OCLC in the state, and the OCLC serials sub-system is being used for development of SILO — Serials of Illinois Online.

In terms of overall direction of statewide automated library services, the State Library has set up an Advisory Automation Committee. Specifically, this committee (1) assists in the solution of specific problems (e.g., interfacing circulation systems), (2) encourages standardization of protocols and data base construction and (3) recommends strategies for future ILLINET automation projects.

The development of ILLINET has been considerably facilitated by state financial support to systems, while federal LSCA funding has been used for specific projects only.

3.3. Missouri

Missouri networking activities are largely centered around four levels of library service, each of which is autonomous but linked to all

other levels. At the basis of this network, as in all states, are the single administrative units or libraries. The next level in the network is formed by cooperative units involving two or more libraries for particular purposes, such as the Missouri Libraries Film Cooperative, the Library Services Center of Missouri, the Southwest Missouri Library Service, etc. A third level in the network is formed by the seven regional, multitype resource networks throughout the state. Cooperative units may cut across the boundaries of these regions. Finally, at the fourth level is the State Library which serves to coordinate and evaluate overall network interaction and effectiveness.

The two largest functional networking components are the seven Resource Networks and the Missouri Library Network Corporation (MLINC). The Resource Networks perform largely interlibrary loan functions, but as they are each autonomous, may perform other functions with respect to regional members as well. When ILL requests cannot be handled by these Resource Networks they are passed on to the five major resource libraries in the state, all of which are public libraries. All seven networks are currently federally funded, although some 20 percent of their budgets comes from local funding and membership fees. State funding may be explored in future.

An interesting feature of the Missouri network is the representative Missouri Library Network Board, made up of two representatives from each regional Resource Network. This Board serves both planning and coordination functions in conjunction with the State Library, advising the State Librarian on network priorities, timetables and funding needs to meet statewide networking programs.

A fairly recent addition to networking activities in the state is MLINC, established in 1981 as a non-profit corporation to broker OCLC services to libraries in the state. Prior to this time, this function had been performed for Missouri by a multi-state consortium. MLINC is also a membership organization, originally funded by contributions from some 30 libraries. Apart from its role in relation to OCLC, MLINC committees also consider statewide database development and needs for other services.

Legally, there is no relationship between MLINC and the Missouri Library Network; MLINC's role is primarily seen as one of providing contractual services to member libraries and thereby supporting networking activities.

3.4 New York

State networking in New York, as in both Illinois and Missouri, involves a number of levels of library interaction which, for the purposes of interlibrary loan, interconnect in a hierarchical fashion to form the New York State InterLibrary Loan (NYSILL) network.

In New York State there are 22 public library systems forming public library networks, unlike the situation in the other two states under review. In addition, there are nine Reference and Research Library Resource Councils (3Rs) throughout the state which are open to all academic and special libraries, and include those public library systems within their geographical area as well. From its inception, the purpose of the 3Rs system has been to provide the researcher, professional and student with access to materials held by libraries not normally open to use by the public. In two of these 3Rs systems, pilot projects have been underway during the last three years to draw school libraries into the systems, but the continuation of this involvement beyond the pilot projects is not yet clear. Twelve pilot school library networks have also been funded, out of a potential 49 such school library networks.

The NYSILL network, which has been operated since 1967 by the State Library, provides for agreement among all of these major systems for interlibrary loan services. Public libraries first place ILL requests with their systems. When these are not filled, and if the request is for research materials, they may then be forwarded onto the 3Rs system, which also handles requests initiated by academic and special library members. If some of these requests cannot be handled at the 3Rs level, they are then communicated by online transmission sites to the State Library, which in turn searches its extensive research collection. Failing satisfaction of a request at this level, the State Library may then finally check the holdings of the twelve other NYSILL statewide resource libraries and pass

the request on as appropriate. Given this set of relationships, NYSILL clearly performs within a hierarchical structure of network components.

Apart from this role as NYSILL coordinator and the consulting services provided to the individual libraries and the 3Rs, the State Library promotes coordination and planning for statewide networking activities. However, the provision of OCLC contracting services is again not handled by the State Library but rather by SUNY/OCLC, based in Albany, which for administrative purposes is considered a state agency although it receives no state funding. (Until recently several universities contracted with OCLC through FAUL -- the Five Associated University Libraries). Relationships between the 3Rs and SUNY/OCLC are contractual, as is the relationship between the State Library and SUNY/OCLC.

As in Illinois, State funding has played a significant part in development of the regional networks (the 3Rs), and in NYSILL development as well .

3.5 Summary and Conclusions

The network structures and services of the three states described above are illustrative of the types of variations that can be found in state networks. The number and type of network components appear to form a unique pattern in each state, reflecting population density and distribution in each and a particular history of system and network development. Other key differences appear to center on the role of the state library, the extent to which and manner by which network components are interconnected, the role of representative planning/coordinating bodies and the means by which automated services and systems are being planned for and provided. As in Indiana, however, all networks are continuously growing and evolving, searching for solutions to library, administrative and funding needs. As such, network structures remain flexible and subject to change.

CHAPTER 4

ANALYSIS OF NETWORK FUNCTIONS

The nine network functions analyzed as a part of this study included:

- o Interlibrary loan and reference
- o Cataloging
- o Information retrieval
- o Circulation
- o Collection development
- o Consulting
- o Education and training
- o Communication and coordination
- o Planning.

Sections below address these functions in turn. For each, the current level of network activities in Indiana by each of the relevant participants is first described. Issues related to the need for the service and to observed gaps and overlaps are discussed, including indications of ways in which the effectiveness of the particular service can be measured. Feasible alternatives for the provision of service are identified and evaluated, and conclusions and recommendations are drawn from the evaluation. Each section ends with a summary of the conclusions and recommendations.

4.1 Interlibrary Loan and Reference

Library networking began with the concept of resource sharing, in particular the sharing of materials through interlibrary loan. This extends the basic efficiency of an individual library — where one item, infrequently used by a number of individuals, can be in effect jointly owned — to a considerably larger circle. In support of this interlibrary loan service, reference services can be provided to help identify appropriate

materials from the larger collection. Interlibrary loan and reference is thus the classic network function, that is, one which supplements those services provided by individual libraries and thereby results in efficiencies and/or improved services.

Interlibrary loan in Indiana is currently done through the ALSA's and by individual libraries. ALSA's accounted for about 70,000 ILL requests in fiscal year 1982, with 41 percent of requests filled by the ALSA local resource centers, 55 percent within the ALSA's, and 74 percent overall. ALSA resource libraries and other major resources receive some compensation for lending. The State Library, as a resource library, filled about 5,000 requests in fiscal year 1982.

There is other interlibrary loan activity in Indiana, although its level is not known. About 76 individual libraries use the OCLC interlibrary loan module for outgoing ILL requests through INCOLSA, and other libraries lend to and borrow from libraries identified in other ways. OCLC use through INCOLSA is currently at an annual level of 61,000 transactions, including some ALSA activities.

Alternatives for interlibrary loan systems include individual library activity, with no network; a regional structure, with or without central backup; and a centralized system. Generally interlibrary loan is most effective, and economical, when a source library can be readily identified and when a delivery mechanism is in place to transfer materials. There are economies of scale both in the handling of requests and in the provision of delivery services. Thus regional systems, like the ones in Indiana, have been found to be effective when local resources and the volume of activity allow. On an individual transaction basis, it may be more efficient to use the regional system or to go directly to a source. This decision can only be made at the local library level, taking into account factors of source identification, location, and so on.

In Indiana, the average ALSA cost for a filled request is under \$11.00. Fill rates within the region are high. ILL traffic on OCLC is increasing and appears to be serving library needs. Continuation of the

present regional system with direct transactions by individual libraries as appropriate, is recommended. The current pattern of compensation to the ALSA's for costs incurred and token compensation to resource libraries encourages resource sharing with its inherent efficiencies and helps to equalize the library service available to Indiana residents.

A key issue in the provision of interlibrary loan services is the availability of location tools. Location tools for ILL in Indiana exist but are by no means comprehensive. They include some regional lists, some recent holdings information on OCLC, and some retrospective holdings information on OCLC. When location tools can be created as a by-product of records developed for other purposes, they can increase the cost effectiveness of interlibrary loan services. Thus, as a statewide database is developed on OCLC, ILL costs can be reduced.

The increased availability of online location information can affect both the individual library decision to borrow directly and the efficiency of the ALSA's in borrowing. As individual libraries or OCLC find it more cost effective to borrow directly, they should do so. The ALSA's, too, should make use of OCLC when possible. This is currently being done by some ALSA's through their host libraries, and will be facilitated when ALSA's can be members of OCLC.

Summary of Conclusions and Recommendations:

- o The current regionally-based system of interlibrary loan and reference with individual library option to go direct should be continued.
- o As OCLC use and the state database on OCLC grow, more ILL will be done by individual libraries. The option to use the ALSA's should be maintained.
- o ALSA use of OCLC for location information should be increased.
- o Building of the current and retrospective Indiana database on OCLC should be continued.

4.2 Cataloging

About 100 libraries throughout Indiana, predominantly the larger ones, currently do cataloging on OCLC via INCOLSA. About 50 libraries use INCOLSA's processing center. Other libraries catalog manually or make use of various catalog card services.

The use of OCLC, or other shared database systems, allows an increase in cataloging quality at a cost lower than the manual cost of such cataloging. It also allows for sharing by libraries using the system, of the indepth expertise of experienced catalogers, including those at the Library of Congress. Thus a secondary benefit of the use of OCLC is the ability to maintain higher standards of cataloging. This accrues benefits to both the individual library user and to the libraries within a resource sharing network.

The state of Indiana has made a commitment to the linking of libraries via a national bibliographic utility, including a commitment to increased standardization and increased quality of cataloging. The utility currently in use, provided through INCOLSA, is OCLC. It is still, of course, up to the individual library to determine whether or not to make use of OCLC services, but they are made available by the network. This commitment to high quality cataloging is an implicit network philosophy, and should be built upon developing network priorities and activities.

Alternatives for cataloging available to the individual library include manual cataloging, use of a centralized service, shared terminals to OCLC (or other systems), and individual access to OCLC. In considering the economic factors, manual cataloging at a comparable level is nearly always more expensive. Generally, it is least expensive to use a centralized service, although use of an inhouse or shared OCLC terminal is only slightly more expensive if the terminal is fully utilized and labor costs are comparable to those likely to be found in a centralized facility. Use of a

dial-up terminal inhouse or shared is generally more expensive than use of an OCLC terminal, particularly over volumes of workload where central services are not advantageous.

A resource sharing benefit of the use of shared cataloging systems or of OCLC is the development of an online database. This is critical to other network activities, including interlibrary loan. An appropriate prioritization for the building of such a statewide database is adoption of the system by the larger resource libraries first with gradual addition of other resource libraries. At the same time, retrospective conversion of at least the large resource libraries should take place. This is the pattern that has been followed in Indiana, and would be appropriate to continue.

OCLC access through INCOLSA is well accepted in Indiana and heavily utilized by Indiana libraries. As noted, this has the benefits of increased standardization, lower cataloging costs, and development of a resource sharing database. Increased use of OCLC (or another bibliographic utility, should this become appropriate) and development of the database should be a network priority, with incentives developed to encourage library participation. One type of incentive is the subsidization of startup costs, generally appropriate for the small library for which those might be a major impediment. Another type of incentive is the support of retrospective conversion, in this case appropriate for resource libraries already on the system.

Returning to the individual options available to libraries, there are several different approaches to their use of OCLC. To encourage OCLC participation, all of the options should be made available and presented to Indiana libraries. This includes use of an OCLC terminal, a dial-up terminal, or a terminal shared with other libraries as well as use of a processing center or contract cataloging. As developments occur in each of these areas, as with the potential for use of very inexpensive dial-up terminals, libraries should be made aware of them. Libraries should be supported, then, in the selection and adoption of the most effective of these alternatives for the particular situation.

Summary of Conclusions and Recommendations:

- o Development of an online resource sharing database on OCLC is a network priority.
- o Individual libraries should be encouraged to participate in bibliographic utilities, and resource libraries should continue to be supported in retrospective conversion activities.
- o Libraries should continue to be informed of all available options for their use of OCLC and other full-MARC based systems.

4.3 Information Retrieval

Information retrieval refers to the searching of computer bibliographic and other databases for library patrons. Since the initial development of automated search systems in the 1960's, there has been significant growth; today there are over 800 bibliographic data bases produced in the U.S., Canada, Europe and Japan. Retrieval services are an appropriate component of the total information services package offered by libraries, and libraries are increasingly providing searches to their patrons.

Development of retrieval services in the individual library requires the availability of equipment and trained staff and funding for searching costs. On an ongoing basis, the level of demand for retrieval services may not be great enough to justify the fixed costs involved, and searching might appropriately be done through a commercial broker or through a network component.

Within Indiana currently, retrieval services are provided by a number of libraries including libraries who take advantage of INCOLSA support in the area. INCOLSA's services include joint contracts, with volume discounts, and an extensive training program. Three ALA's also provide retrieval services, assisted by INCOLSA. In this way, retrieval services are available to some but not all library patrons throughout the state.

Greater demand for retrieval services is anticipated, based on historical trends. Libraries can and should respond to that demand as appropriate within the context of the total information services they provide. An individual library may thus provide the service directly or go through the network, depending on their anticipated volume of activity.

For the individual library providing retrieval services, INCOLSA can be of assistance in starting up and maintaining operations. As use increases, it is anticipated that INCOLSA will expand contractual access and training support to an increasing number of databases and systems.

As noted, an alternative is needed by individual libraries that cannot justify or support retrieval services. Since information retrieval is a natural complement to interlibrary loan and reference services, as provided by the ALSA's, it is recommended that all of the ALSA's provide retrieval services. Like the three ALSA's currently providing retrieval services, this can be done with INCOLSA support.

In most libraries, especially public libraries, direct charges for information retrieval are passed on to the library patron. The economic rationale is that the cost incurred is directly and exclusively associated with that patron. This trend is expected to continue, and provides the rationale for charging both by individual libraries and by the ALSA's through the individual libraries.

Retrieval services in libraries today are generally focussed on bibliographic databases. Comparable services will be needed by patrons as the pace of development of textual and data systems increases. Ideally, libraries — or library networks — should provide access to these resources as well. An important case in point is the need to make public data bases generated within the state available to library patrons. The development of appropriate access systems and provisions of services from them should be encouraged by the network.

Summary of Conclusions and Recommendations:

- o Individual libraries with sufficient need and capabilities for supporting information retrieval services should do so.
- o All ALSA's should move toward offering access to IR services and promoting availability of this service.
- o INCOLSA should continue to provide IR services appropriate to the needs of individual libraries and ALSA's.

4.4 Circulation

Circulation systems, and the maintenance of circulation records, are traditionally functions of the individual library. From the statewide network point of view, there is a need to ensure that online circulation systems for at least major collections are accessible for interlibrary loan purposes. In addition, networking can provide for sharing of systems and equipment to reduce individual library costs.

In Indiana currently, individual libraries handle circulation through either manual or semi-automated systems or through individual or institutional online circulation systems. At this point, there are five online circulation systems in place in the state. INCOLSA's Project CIRC involves plans for the development of circulation clusters around the state, starting with four clusters in the first phase. Some of the local systems are also considering adaptation of their individual systems and the development of independent clusters.

For the individual library, particularly small ones, cluster circulation systems can be less expensive than separate individual systems. Economies are achieved through the sharing of development costs, equipment costs, and to some extent storage costs while communication costs may be increased.

As noted, development of online circulation systems is a statewide networking priority primarily in the sense that such systems, together with development of a statewide machine readable database through online

cataloging and retrospective conversion, facilitate resource sharing. For this purpose, such systems need to be both compatible (for inter-system communication) and accessible by dial-up communications.

Resource sharing needs would speak to the development of circulation clusters according to boundaries that relate to ILL patterns, and this criteria should be considered in developing clusters. This should be a midterm but not necessarily an immediate goal. In the initial development of circulation clusters, grouping will be determined primarily by communication costs, given a limited number of libraries deciding to become involved. In the long run, the resource sharing goals suggest that circulation systems across the state be linked. Compatibility of initial systems chosen will facilitate this ultimate goal.

In the near future, then, the role of the network in the development of circulation systems is to facilitate individual library participation in circulation clusters, insofar as that is a more economic alternative for the individual library; to promote compatibility; and to take resource sharing patterns into consideration when developing clustering schemes. As state resource centers take up online circulation systems, appropriate access should be provided to the ALSA's to facilitate interlibrary loan.

Summary of Conclusions and Recommendations:

- o From the individual library perspective, primarily economic considerations will determine when -- and how -- automated circulation should be adopted. In most cases, clustered systems will be more economic than individual ones.
- o From the network-resource sharing point of view, clustered circulation systems should be compatible, and initial configurations should, insofar as possible, take into consideration ILL patterns.
- o ALSA's should have appropriate access to online circulation systems adopted by resource centers.

4.5 Collection Development

Cooperative collection development is an extension of the resource sharing concept inherent in interlibrary loan. It applies to materials not required in the local collection which can be shared by different libraries in a variety of ways. It is a networking activity because it contributes to the collective provision of information resources across the state of Indiana in a cost-effective way.

Comparative collection development can take various forms. One model is that of the ILFS, where members share in a film collection with the films rotated through the individual libraries. This works well for materials that can be used on a discretionary basis, such as films. The Film Service has also added a video collection, with the same sort of benefits accruing to members.

Another approach to cooperative collection development involves identification of particular subject areas, or individual items, which libraries agree to purchase and make available through interlibrary loan. Such materials are those which would be infrequently used on the local level but collectively used enough to justify their costs. This approach has been followed in other states with agreement on specific areas of coverage for various resource libraries, and coordination at the regional or state level for expensive purchases. Cooperative collection development patterns should follow interlibrary loan patterns, and so are mainly appropriate at the regional level in Indiana. Currently there is informal cooperative collection development among individual libraries and, to some extent, within ALA regions.

Like collection development in the individual library, cooperative collection development depends for its success on the ability to predict levels and types of uses of individual items or categories of items. Some advances have been made in methods of predicting collection usage, taking advantage of more readily available, that is, computerized, use data. As automated circulation systems become more prevalent, there can be more

analyses of usage patterns in support of collection development. Also with increasing automation, libraries can have better knowledge of resources in other libraries and cooperative collection development will again be facilitated.

At this point, no additional activity in the area of cooperative collection development is recommended.

Summary of Conclusions and Recommendations:

- o Cooperative collection development can be centralized, as with the Film Service, for certain types of materials or can take the form of cooperation among libraries in their individual acquisitions.
- o Continuation of current patterns of cooperative collection development in Indiana is recommended.

4.6 Consulting

The consulting function refers to the provision of information and guidance in a specific problem-solving situation in a library. This service to libraries is an important network function, particularly for the small library where staff members are, of necessity, generalists. The need for consulting assistance is intensified by rapid change within the library field, with greater time and expertise needed to keep up with changing methods and technologies.

In Indiana, library consulting is done to some extent by all network components. In fiscal year 1982, the ALSA's expended about \$12,000 on consultation within their regions and provided a total of nearly 900 consultations. INCOLSA also provides extensive consulting services as a by-product of its ongoing programs and services, both on an individual and group basis, while the ILFS handles a range of film-related questions. In all three cases, both member and non-member libraries are served. The State Library Extension Service has three general library consultant positions as well as a certification and placement consultant, an institutional

consultant, and an audiovisual consultant. The general consultants work with specific ALSA's and also have individual areas of specialization. Both INCOLSA and the State Library also are aware of, and provide access to, consulting resources outside Indiana. The various library-related associations also provide consulting assistance as appropriate.

In addition to the specific areas of consulting services noted above, resource people with particular expertise throughout the state provide informal consulting, or information to libraries. These consulting services are provided by a combination of formal and informal networking activities.

The role of the various network components in the provision of consulting services is reasonably well defined, with particular areas of expertise identified. The ALSA's provide an important role in many cases as first point of contact, with referral to additional resources as needed. An important part of this activity is outreach, including working with the individual libraries to identify their needs and ways in which their patrons might be better served.

In their role as regional switching centers, the ALSA's have a need to know of consulting expertise and of resource persons available within the state. Some of this is being done already within the ALSA's, with the maintenance of various files such as the CIALSA education file. To more fully utilize and promote equitable access to the resources throughout the state, however, development of a resource directory is proposed. Such a directory developed jointly by the ALSA's, would provide both them and others with a useful tool. It could cut down on time spent identifying resources and, in addition, increase the use of resources available throughout the state. A resource directory project would also, we believe, foster coordination and communication at a working level among the ALSA's and between the ALSA's and resources within the state.

No other recommendations are made for change in the current provision of consulting services. The services currently provided are utilized

and appreciated, and by specific example, can be shown to contribute to improved libraries and library services. The current level of consulting activity appears reasonable in comparison with other states. Insofar as those with formal responsibilities for consulting are identified with specific subject areas, there is a need for an ongoing review of those specific subject areas relative to areas of need. This review should be facilitated by the resource directory, and experience gained from its use.

Summary of Conclusions and Recommendations:

- o Current consulting patterns are effective and should continue
- o A directory of resource persons should be developed jointly by the ALSA's.

4.7 Education and Training

Formal library education in Indiana is provided by several library education programs around the state, with both initial degree programs and continuing education opportunities. The ALSA's sponsor workshops and other training activities within the regions, and INCOLSA provides extensive training in technology-related areas. Meetings of the various associations within the state, including ILA/ILTA, AIME, and the Indiana chapters of SLA and ASIS, include educational training and opportunities for Indiana library personnel. The Indiana Department of Public Instruction also plays a role in the education and training of school librarians. The State Library extension staff includes a continuing education consultant.

Each of the individual network components plans education and training activities in response to the needs of their members or constituencies. Since memberships and constituencies overlap, there is at least the potential for overlap in offerings. There have, in fact, been some specific instances of subject duplication among the activities offered by different network components. There is also duplication in announcements of workshops, meetings and so on.

7
Duplication of offerings to essentially the same audiences can -- and should be -- avoided by planners of the various activities. Duplication of announcements is probably desirable, though, to ensure that all potential attendees are aware of the activity.

Indiana has recently undergone extensive planning for continuing education, with the resulting development of the Continuing Library Information Media Education Plan for Indiana (CLIME) and the Indiana Council for Approval of Providers (ICAP) which implements that part of the CLIME Plan to monitor and approve continuing library information media education activities. In addition to publishing a list of approved providers, courses and other continuing education opportunities, ICAP also provides the means to enable participation in the CLENE (Continuing Library Education Network and Exchange) National Continuing Education Registry.

Another element of education and training for Indiana librarians is the review and transfer of developments at the national level and in other states. This function is performed by INCOLSA, in areas of technology, and to a lesser extent by the State Library. This is an important function which should be maintained so that Indiana libraries can continue to take advantage of research, experimentation and developments elsewhere in libraries.

Generally the criteria for the provision of education and training are awareness of, and responsiveness to, constituency needs and development of programs with the needed information. The current approach to library education and training in Indiana, with its multiple participants, meets these criteria. For these reasons, no specific changes are recommended in this functional area.

Summary of Conclusions and Recommendations:

- o Education and training opportunities should continue to be offered to Indiana librarians by each of the various network components. On an individual activity basis, care should be taken to avoid duplication with other activities.

- o The activities identified under continuing education planning should be carried out.

4.8 Communication and Coordination

Communication and coordination of library activities is critical to the effective provision of library services in the state of Indiana. No library can be completely self sufficient, and communication and coordination can not only make more and better service available to patrons but can also support the most cost effective provision of services. This is particularly the case with respect to networking activities, which by definition involve multiple libraries. Without communication and coordination of such activities maximum effectiveness is impossible.

In Indiana, with its multiple network components, there are at least two areas in which communication and coordination can be addressed. The first is within each component, the second between components. Communication within components, including the individual ALSA'S, INCOLSA and the ILFS, is facilitated by the Library Services Authority structure with its representation of governing authorities on the boards of directors. Each of the Library Services Authorities, and the other network components, have both informal and formal means for communication. Most have at least one basic mechanism for communication in the form of a newsletter and a regular schedule of meetings. The consulting services provided by the LSA's and the State Library also provide a mechanism for communication and coordination.

Communication activities are most effective when they work toward specific goals and objectives agreed upon by the constituency involved. This leads to the question of planning, discussed in the next section.

There is also communication and coordination in Indiana among network components. One mechanism for this is the overlap of members in INCOLSA, the ALSA's and the Film Service. An informal method is the communication effected by service on various network and state-level committees.

In addition, there is some exchange of information through distribution of publications. The latter is a relatively low-cost activity which should be done as a matter of course. With communication and coordination between network components, there is again the necessary relationship to planning, covered in the next section.

Summary of Conclusions and Recommendations:

- o Communication and coordination are appropriate both within and among Indiana network components. They should have as their purpose progress towards mutual goals.
- o Current communication patterns should be continued. Network components should automatically exchange basic publications.

4.9 Planning

The success of any endeavor depends on factors both within and outside the control of the agent. One factor within the span of control, which can in addition take into account factors outside one's control, is planning. As a situation becomes more complex, and involves more participants, the need for planning intensifies. Similarly, as resources become scarcer and needs greater, the need for planning intensifies. All of these points lead to the conclusion that resources put into planning are returned to the group for whom the plans are made in the form of increased efficiencies and improved accomplishment of goals. As the situation becomes more complex, more planning is needed.

The need for planning with respect to Indiana libraries occurs at all levels, from the individual library to network components to the statewide picture. The overall accomplishments will be greater if all of these plans are coordinated and appropriate coordination can be effected by building plans from the bottom up, that is, starting at the individual library level. While not the direct purview of this study, this line of thinking leads to the recommendation that individual library planning, as for example according to the American Library Association's planning manual, be encouraged.

Planning now takes place within the various components of the Indiana network, in the case of the LSA's through the boards of directors, agency staff and a number of committees. The ALSA's develop annual plans and INCOLSA has a number of planning groups addressing different subject areas.

In looking at planning among the network components, we look first at planning among the ALSA's. The nine ALSA's are regional organizations and while each have distinct constituencies to which they are responsible and distinct service programs, they are functionally identical. For the purposes of coordination of activities and of statewide services, some level of planning seems required among the ALSA's. The purpose of this planning is not to usurp the regional responsiveness of the individual ALSA's, which indeed has been noted earlier to be one of the strengths of the organizational approach taken, but rather to acknowledge a common underlying goal and work toward it.

The State Library has the general responsibility to "provide for the individual citizens of the state those specialized library services not generally appropriate, economical or available in other libraries of the state; to encourage and support the development of the library profession; and to strengthen services of all types of publicly and privately supported special, school, academic and public libraries." In carrying out these responsibilities the State Library is mandated to "develop plans and programs and participate in the operation of such plans and programs which will encourage and facilitate the inter-library exchange of services, information and materials."

The State Library, under the Library Services and Construction Act, is also mandated to develop a long range plan for library services in the state and to provide LSCA funding in accordance with that plan. Together these various mandates suggest a State Library responsibility for the development of plans both for library services statewide and for network, that is, resource sharing activities. It also suggests some shared responsibility, with the network components, for the conduct of network activities.

1 In the case of the LSCA plans and decisions on funding, the State Library is supported by an advisory council, the Indiana State Library Advisory Council. ISLAC represents concerned agencies and associations throughout the state and certain special constituencies. Planning appropriate to this body in its defined role under LSCA is necessarily addressed both to library services statewide and to network services, insofar as they are impacted by LSCA funding. Planning under this structure has been reasonably effective over the years, leading to the funding of a variety of projects which have improved Indiana library services.

The same or a parallel structure also appears appropriate for meeting the larger State Library responsibility of planning generally for statewide library and library network development. This is a State Library responsibility; it is also indirectly a responsibility of each library and library agency within the state, and the libraries and library agencies should appropriately form the working groups to develop plans.

Two questions arise in the practical implementation of this planning concept. Both have to do with the ability to differentiate for the purposes of planning. One question is in the area of a statewide library plan versus a network plan, that is, should these two closely related plans be developed by a single group in concert, by a single group sequentially, or by two distinct groups? Although it is true that the concepts of statewide service and networking are inextricably linked, it is recommended that there be two separate planning groups, with close liaison, to see that these two important areas are both adequately addressed.

There is also a question of distinguishing among planning activities by the source of funds. While some such distinction is necessary, i.e., LSCA funding recommendations need to be developed, we would argue for development of plans first, and after those plans are developed, consideration of potential funding sources.

ISLAC and its subcommittees, including the Network Coordinating Committee, have been involved in planning for LSCA funding and in some planning for statewide library development and networking generally. This has provided the mechanism for some planning activities, but it is our understanding that funding decisions have tended to dominate.

Recommendations begin with the identification of statewide library and network planning as a priority. These plans should be coordinated by the State Library, which should also provide the staff to support planning activities. Separate committees should be developed for statewide library planning and network planning, and liaison should be established between the two. While it would be advantageous if these committees also made funding recommendations within their scope, this should only be done if the level of activity required to do both can reasonably be achieved by a single group. Given the current structure of ISLAC, one reasonable approach would appear to be to provide the Network Coordinating Committee with an explicit charter for network planning and to institute a new planning committee to develop an overall plan for statewide library services. Overall LSCA funding recommendations should then be separately coordinated. In planning, input should be sought not only from the various library network components, including library users, but also from related agencies such as the Department of Public Instruction and the Department of Higher Education. When appropriate, joint proposals and activities with these divisions should be incorporated in planning. Plans developed should also be widely communicated, at the state, county and local level, to both network components and to affected governmental units.

Summary of Conclusions and Recommendations:

- o Statewide library planning and network planning should be identified as priority activities.
- o Separate committees should be established for statewide library and network planning.
- o The State Library should provide planning support to the committees.
- o The ALSA's should undertake joint planning with results provided to the network planning committee.

CHAPTER 5

CONCLUSIONS AND RECOMMENDATIONS

This section summarizes the conclusions and recommendations presented in the last chapter, reorganizing them to address each Indiana Library Network Component in turn. Basic to the understanding of the recommendations made is the acceptance of the concept of an Indiana Library Network, a presently loose association of library agencies providing support to individual library activities. Components of the network, as pointed out in Chapter 2, include individual libraries, nine regional Area Library Services Authorities, the Indiana Cooperative Library Services Authority, the Indiana Library Film Services Authority, the State Library, and a number of professional library or library-related associations. The major networking focus is on the Library Service Authorities.

The Indiana Library Network, and the services it provides, was assessed on a functional basis and found to be, by virtue of internal evaluation and comparison with other states, basically healthy. This does not, of course, mean that there are no improvements possible, but only that the basic network structure was judged to be sound. Recommendations are made below for some modest changes of emphasis and some additional activities.

It goes without saying that the conclusion of basic network health also does not necessarily speak to the adequacy of funding for library and library network activities in Indiana. Rather it says that, under the levels of funding available, the actions taken were appropriate. In making recommendations in this report, we have tried to focus on incremental changes that would not necessarily require significant additional funding. Nonetheless, it must be pointed out that many of the recommendations do have funding implications, both in terms of total amounts of funding required and their distribution. These implications are not addressed directly in this report. Generally, the recommendations in this report are

consistent with the recommendations of the recent funding study conducted by the University City Science Center and reported in, The Funding of Public Library Services in Indiana: An Assessment of the Past and Guide for the Future. From our perspective the key recommendation of that study, which we echo, is the recommendation that the State Library should immediately initiate a continuous statewide planning process to guide the strategic development and implementation of public library services. We would only amend this to recommend planning for all library services. Such planning will help in the identification of priorities for funding and in the presentation of a comprehensive package to potential funders for improved library services.

The area or function of planning was considered to be a critical one in our assessment of the network. Additional planning activities are recommended, including both planning for statewide library development and for the Indiana Library Network. Based on its legislative mandate it is recommended that the State Library take a lead role in the development of these plans. Because of their importance, the two areas -- library services and network services -- are recommended as separate committee activities with liaison between the two. The advisory committee to the State Library developing these plans should also be supported by staff provided by the State Library.

Other conclusions and recommendations for the Indiana Library Network components generally, based on our analysis of functional areas, are as follows:

- o Interlibrary loan: the current regionally-based system of interlibrary loan and reference with individual library option to go direct should be continued. As OCLC use and the state database on OCLC grow, more ILL will be done by individual libraries. The option to use the ALSA's should be maintained.
- o Cataloging: development of an online resource sharing database on OCLC is a network priority.
- o Information retrieval: individual libraries with sufficient need and capabilities for supporting information retrieval services should do so, using INCOLSA as appropriate.

- o Circulation: from the network-resource sharing point of view, clustered circulation systems should be compatible, and initial configurations should, insofar as possible, take into consideration ILL patterns.
- o Collection development: continuation of current patterns of cooperative collection development in Indiana is recommended.
- o Consulting: current consulting patterns are effective and should continue.
- o Education and training: education and training opportunities should continue to be offered to Indiana librarians by each of the various network components. On an individual activity basis, care should be taken to avoid duplication with other activities. In addition, the activities identified under continuing education planning should be carried out.
- o Communication and coordination: current communication patterns should be continued. Network components should automatically exchange publications.
- o Planning: statewide library planning and network planning should be identified as priority activities. Separate committees should be established for statewide library and network planning.

Given the focus of this study on network activities and the Library Services Authorities, there are also recommendations specific to the individual LSA's. Recommendations, in addition to those above, addressed specifically to INCOLSA and the ALSA's are summarized below.

Indiana Cooperative Library Services Authority

- o Interlibrary loan: building of the current and retrospective Indiana database on OCLC should be continued. The means for ALSA use of OCLC for location information should be provided.
- o Cataloging: individual libraries should be encouraged to participate in bibliographic utilities and resource libraries should continue to be supported in retrospective conversion activities. Libraries should continue to be informed of all available options for their use of OCLC and other full-MARC based systems.
- o Information retrieval: INCOLSA should continue to provide IR services appropriate to the needs of individual libraries and ALSA's.

Area Library Service Authorities

- o ALSA use of OCLC for location information should be increased.
- o All ALSA's should move toward offering access to IR services and promoting availability of this service.
- o ALSA's should have appropriate access to online circulation systems adopted by resource centers.
- o A directory of resource persons should be developed jointly by the ALSA's.
- o The ALSA's should undertake joint planning with results provided to the network planning committee.

The various recommendations of this study have not only funding implications but, to some extent, legislative implications as well. These were not addressed in this study, except insofar as we made ourselves aware of the existing relevant legislation and tried to make our recommendations consistent with the intent of that legislation as we understood it. It is assumed that the legislative review process will be undertaken as specific recommendations are selected for adoption.

APPENDIX A:
REQUEST FOR PROPOSAL



STATE OF INDIANA

INDIANA STATE LIBRARY

140 North Senate Avenue
Indianapolis, IN 46204
(317) 232-3675

Charles Ray Ewick, Director

DIVISIONS:

BLIND AND PHYSICALLY HANDICAPPED
CATALOG
DATA SERVICES
EXTENSION
GENEALOGY
INDIANA
REFERENCE AND LOAN

February 18, 1983

To: Colleagues and Interested Parties

From: C. Ray Ewick, State Librarian

The Indiana State Library is seeking consultant services on a contractual basis for the review, analysis and evaluation of the structure of the state's library and information services network. This review will offer recommendations to assist us in building upon nearly a decade of development of multitype cooperative components of the network, and in improving the effectiveness of the network.

REQUEST FOR PROPOSALS for the study and evaluation of the Indiana Network of Cooperative Services:

Background:

In the light of the growing public demand for a broad variety of library services and the increasing cost and complexity of such services, it is widely recognized that individual libraries are no longer able to independently provide a full range of services in a cost effective manner. Networking and cooperative services are properly perceived, therefore, as an appropriate way to assist libraries in fulfilling their individual and collective mission. Within Indiana, this situation is recognized in both the long range development plan for library services and in state legislation, which has authorized an enabling Act to promote library cooperation and has appropriated funding for the multitype Library Services Authorities.

Problem Statement:

Indiana has been a leader in the development of multitype library cooperative organizations as a means for improving library services available to its citizens through the state's academic, public, school and special libraries. The support and commitment of the Indiana library community to this concept is solid, as is evidenced by the broad participation of all types and sizes of libraries in all geographic areas of the state. The major questions promoting this proposal are these: Are we doing an effective job of coordinating our resources to provide a full service, cooperative statewide library and information services network, and, How might we improve?

The Area Library Services Authorities (ALSA's), the Indiana Cooperative Library Services Authority (INCOLSA), and the Indiana Library Film Services Authority (ILFS) are organized under provisions of the Library Services Authority Act¹ and are a part of Indiana's statewide library network system. The Indiana Library Film Service is a single-type, single-purpose organization for cooperative audio-visual services and is wholly supported by its members. The ALSA's and INCOLSA serve as essential components in a full-service statewide library and information services network. The nine ALSA's are multitype cooperatives serving designated regions of the state and are funded by state and federal (LSCA) revenue. They were organized in the early 1970's following recommendations developed from the Indiana Library Studies² and according to provisions promulgated by the Indiana State Library.³ INCOLSA is also composed of all types and sizes of libraries and was organized in 1974 as a cooperative bibliographic center for Indiana, following recommendations of the COBICIL Feasibility Study.⁴ INCOLSA also is primarily funded by state and federal (LSCA) revenues.

While there have been individual, annual evaluations of programs during the decade since the organization of the ALSAs and INCOLSA, and a review of the network's components in relation to emerging national developments (INNS Study⁵), there has been no evaluation of the overall structure of the network. With the current uncertainty of Federal support for library activities and the increasing pressure on State fiscal resources, it is even more important that such networking activity be structured in a way that will maximize the overall effectiveness of non-local support. The Network Coordinating Committee of the Indiana State Library Advisory Council has recommended that such an evaluation be conducted, and the administrators and official representatives of the cooperative organizations have participated in the development of this proposal.

Purpose:

To have an independent, outside consultant/organization review, analyze, and evaluate the effectiveness, from a network standpoint, of the current structure of the various publicly funded cooperative agencies which serve as the basis for the Indiana library cooperative network, and to make appropriate recommendations to improve the effectiveness of these network components.

Audience:

The Indiana State Library Advisory Council and the Indiana State Library. The project will be awarded by the Indiana Library and Historical Board and funded through the Library Services and Construction Act.

Scope:

The review will cover the structure, responsibilities and interrelations of INCOLSA, the nine ALSAs, and the Indiana Library Film Services Authority, the related programs and role of the Indiana State Library, and any overlaps or gaps among these agencies. Particular attention will be paid to the extent to which effective coordination of the activities of these agencies is in accord with overall statewide planning is practical or possible.

Elements:

Elements of the review should include:

1. An overview of selected statewide library network structures in the United States, with partial interest in multitype service structure.
2. A summarized history and description of the Indiana cooperative agencies and their services,
3. An inventory of services offered, describing which agencies provide which services,
4. A review of the history, standing and operation of the Council of Library Authorities (COLA).

Much of the information of elements two-four is available from previous studies and individual organization reports and is incorporated in this review as background information. Such material will be collected or provided by the State Library. The evaluation design should build upon existing documentation and gather additional data only as needed for an understanding of or response to the following questions.

Critical Questions:

1. What are the responsibilities of each agency for the planning of cooperative services, and what procedures are suggested for coordinating the planning of cooperative services?
2. Is there an effective mechanism to coordinate the efforts of the various agencies?
3. To what extent should State and/or State Administered funding be accompanied by program requirements -- viz., to receive funds, agencies must offer service "X" at a given level?
4. What are the legislatively mandated, commonly perceived, actual and desirable roles of the State Library in the Indiana cooperative library services network?
5. What are the benefits and disadvantages of the current autonomous governance of the individual library services authorities?
6. Are the overhead costs of multiple agencies reasonable?
7. Is consistency of service levels throughout the state desirable? In existence?
8. Are intended services being offered?
9. Is there undesirable duplication of services or costs?

Timetable:

1. Responses to this Request for Proposal must be received in the Extension Division, Indiana State Library, 140 North Senate, Indianapolis, IN 46204 by noon on April 4, 1983. The responsibility for delivery by this deadline is that of the proposer; no proposals will be considered which are received after the deadline.
2. The consultant(s) will be selected by May 2, 1983.
3. The project should begin no later than June 1, 1983.
4. The draft of the final report will be submitted to the Indiana State Library by September 1, 1983.
5. The final report will be submitted by September 30, 1983.

Procedure:

The Network Coordinating Committee will review the proposals and forward its recommendations to the State Librarian, who shall engage the consultant(s).

Proposals will be evaluated according to the following criteria:

1. Organization and approach to the problem. (20%)
2. Degree to which proposal addresses the questions raised in the Request for Proposals. (35%)
3. Experience and quality of performance of consultant(s) in similar evaluations of library or network services. (15%)
4. Qualifications of consultant(s), including knowledge of history and current trends in library cooperation. (15%)
5. Budget appropriate to activities proposed. (15%)

It is anticipated that this project could be successfully completed in approximately 40-50 man-days, and an estimated budget in the range of \$20,000 has been allocated for this project.

The Indiana State Library may select, negotiate with, and enter into an agreement with the consultant(s) so selected, and also reserves the right to reject any or all proposals and not award funds for this project.

A project advisory committee will be appointed by the Chairman of the Indiana State Library Advisory Council to advise and provide direction and feedback to the consultant(s) during the review. The committee will include one representative of each type of library service authority (ALSA, INCOLSA, Film Service) and of those three appointments one shall be an LSA President and one an LSA Administrator, and four members of the Indiana State Library Advisory Council, including two members of the Network Coordinating Committee, and none of the four shall be members of COLA.

The consultant(s) will meet with the Advisory Committee at least three times, upon the beginning of the project, and for the discussion of interim and final reports.

Product:

A written report of findings and recommendations, incorporating at least the elements and critical questions outlined above, and any others the consultant(s) feel appropriate. The report will be circulated by the Indiana State Library to the governing boards of the Library Services Authorities for comment; the report and comments will be reviewed by the Indiana State Library Advisory Council and the State Library for possible future action, which could include future legislation or promulgation of rules, policies or guidelines.

Terms:

The consultant(s) will be responsible to the State Librarian, and shall submit a written narrative and fiscal report upon completion of the project. All materials, reports, data and documents produced as a result of the project will become the property of the Indiana State Library, and the State Library will have the right, without payment of additional compensation, to disclose, reproduce and use such materials for any purpose in connection with the project. Records and accounts pertaining to the project will be subject to audit by the Indiana State Board of Accounts and must be retained until audit or until three years after completion of the project.

Inquiries and Proposals should be addressed to:

Laura G. Johnson, Division Head
Extension Division
Indiana State Library
140 N. Senate Avenue
Indianapolis, IN 46204
(317)232-3697

Sources Cited:

- 1 Library Services Authority Act (IC 20-13-6-1 -- IC 20-13-6-16).
- 2 Indiana Library Studies. Peter Hiatt, ed. 19v. Indiana University, 1970.
- 3 Rule II. Plan for the Development of Area Library Services Authorities. Indiana Library and Historical Board, 1973.
- 4 Markuson, Barbara Evans. The Indiana Cooperative Library Services Authority - A Plan for the Future. A Report of the Cooperative Bibliographic Center for Indiana Libraries (COBICIL) Feasibility Study. Indiana State Library, 1974.
- 5 Baker, Harold E. Development of a Plan for the Integration of Indiana Libraries Into the National Program, Indiana State Library, 1979.

APPENDIX B:
STATE OF INDIANA LIBRARY LAWS
IC 20-14

STATE OF INDIANA

LIBRARY LAWS

IC 20-14

Revised 1983

30 Chapter 8. Organization of Library Services Authorities

31 Sec. 1. (a) This chapter applies to the following, which are referred to as
32 "qualified entities" in this chapter:

- 33 (1) All public libraries.
34 (2) All other libraries that are supported by public funds but that
35 are not organized under this article.
36 (3) All private corporations or organizations that provide library
37 services.
38 (4) All library service authorities established under this chapter.
39 (b) The purpose of this chapter is to:
40 (1) encourage the development of all types of library services; and
41 (2) promote the efficient use of finances, personnel, materials,
42 and property;
43 by enabling qualified entities to form library services authorities that will
44 provide such services and facilities as the qualified entities determine.
45 (IC 20-14-8-1)

1 Sec. 2. (a) Two (2) or more qualified entities, less than half of which may
2 be private corporations or organizations, may initiate a library services
3 authority under this chapter by adopting a written joint agreement. The
4 body or officer having the authority to sign contracts on behalf of a
5 corporation or organization may sign the joint agreement on behalf of
6 that corporation or organization.

7 (b) The joint agreement must include the following details of the
8 proposed library services authority:

- 9 (1) The name, to be given as _____ Library Services Authority.
10 (2) The official address and county of location of the principal
11 place of business.
12 (3) A description of the library facilities to be operated and the
13 library services to be provided.
14 (4) Specification of the place and of the convening chairman who
15 shall set the date and the time of the organizational meeting of the
16 board of directors and who shall serve as temporary chairman.
17 (5) The names of the qualified entities signing the agreement, which
18 are to become participants in the library services authority.
19 (6) The date of the agreement.

20 (c) As used in this section, "library facilities" means buildings,
21 bookmobiles, rooms, or other definable and palpable structures or areas
22 and the library materials and equipment contained therein that are used in
23 the operation or provision of library services.

24 (d) As used in this section, "library services" means those activities
25 in which libraries engage:

- 26 (1) in the planning, management, budgeting, financing, purchasing,
27 staffing, and evaluation of their libraries;
28 (2) in the selection, acquisition, processing, and maintenance of
29 their collections of materials and the related bibliographic records;
30 and
31 (3) in the promotion, interpretation, servicing, and use of their
32 library materials and facilities. (IC 20-14-8-2)

33 Sec. 3. (a) Upon the adoption of the joint agreement calling for the
34 establishment of the library services authority by two (2) or more of the
35 qualified entities, the agreement shall be submitted to the attorney general
36 of Indiana who shall determine whether the agreement is in proper form
37 and compatible with the laws of the state. The attorney general shall
38 approve each of these agreements submitted to him unless he finds that
39 they are not legal, in which case he shall detail in writing, addressed to
40 each of the qualified entities adopting the agreement for the establishment
41 of the library services authority, the specific respects in which the pro-
42 posed agreement fails to meet the requirements of law. Failure to dis-
43 approve an agreement submitted under this chapter within thirty (30)
44 days of its submission constitutes approval of the agreement.

45 (b) The library services authority initiated by the joint agreement
46 is legally established when the attorney general has approved the agree-
47 ment either by specific written approval or by the failure to indicate
48 disapproval within the required time. The qualified entities originally sign-

1 ing the agreement are members of the library services authority. A copy of
2 the agreement and originally signed copies of the adopted resolutions,
3 ordinances, orders, statements of participation, or other recorded acts shall
4 be filed with the Indiana state library within forty (40) days after the date
5 of the submission of the agreement to the attorney general for his action.
6 (IC 20-14-8-3)

7 Sec. 4. The board of directors may change any detail or details of the
8 joint agreement as specified in this section upon the recommendation
9 of the executive committee or petition of three (3) directors, if notice of
10 the proposed change is sent to each qualified entity that is a participant
11 in the library services authority at least sixty (60) days before the meeting
12 at which the change is to be considered. However, the application of a new
13 qualified entity may be considered at any time. Upon approval of the
14 change of the joint agreement, a notice of the action taken by the board
15 of the library services authority shall be filed with the Indiana state
16 library. (IC 20-14-8-4)

17 Sec. 5. (a) After the legal establishment of the library services authority
18 as provided by this chapter, any qualified entity may become a participant
19 in the library services authority after:

- 20 (1) adoption by resolution, ordinance, order, statement of partici-
21 pation, or other recorded act of the joint agreement as then in force;
- 22 (2) providing for its pro rata share, if any, of the library services
23 authority's budget for the fiscal year in which the applicant wishes
24 to join the authority;
- 25 (3) meeting all conditions provided in the bylaws or in the rules;
26 and
- 27 (4) approval by a majority of the board of directors.

28 (b) If the qualified entity is a private corporation or organization
29 and its participation would create the same number or more private
30 participants than other participants in the library services authority,
31 then its participation does not take effect until there are sufficient other
32 participants, after the admission of the applicant, to comply with section
33 2(a) of this chapter.

34 (c) The library services authority shall file with the Indiana state
35 library an originally signed copy of the joint agreement and adopting
36 action. (IC 20-14-8-5)

37 Sec. 6. (a) Any qualified entity that is a participant in the library services
38 authority may withdraw from the authority by any recorded act of that
39 qualified entity:

- 40 (1) after it has made provisions for the payment and performance
41 of its obligations; and
 - 42 (2) upon notification to the library services authority, six (6)
43 months before the end of the fiscal year in which it is participating
44 in the library services authority, that it is discontinuing its partici-
45 pation in the library services authority.
- 46 (b) Upon discontinuing participation in the library services authori-

1 ty, the discontinuing qualified entity relinquishes its rights to any funds,
2 supplies, materials, equipment, or other real or personal property held by
3 or belonging to the authority and in which the qualified entity had a right
4 by virtue of its participation, unless provision to the contrary is made by
5 the official action of the board of directors.

6 (c) Upon the receipt of notification to discontinue participation and
7 the satisfaction of all obligations by the withdrawing participant, the
8 board of directors shall officially note the withdrawal and shall file notice
9 of the resulting change in the joint agreement:

- 10 (1) in the office of the recorder of the county in which the authori-
11 ty's principal place of business is located; and
- 12 (2) with the Indiana state library.
- 13 (d) The library services authority is dissolved when:
14 (1) the board of directors of the authority votes to dissolve it;
15 (2) such action is de facto by the notice of discontinuance of
16 participation by the next to last remaining participant; or
17 (3) there is an excessive number of private qualified entities partici-
18 pating in the authority.

19 Upon the occurrence of any of these conditions, the board of directors
20 shall dispose of the assets by division among the participants at the time of
21 dissolution and in the proportion and in the manner determined by the
22 board of directors.

23 (e) The dissolution does not take effect until all legal and fiscal
24 obligations of the library services authority have been satisfied, and an
25 official record of the dissolution is filed in the office of the recorder of
26 the county in which the authority's principal place of business is located.
27 Until such satisfaction of obligations has occurred and the record of
28 dissolution has been filed, the final members of the authority shall con-
29 tinue to be members. (IC 20-14-8-6)

30 Sec. 7. (a) Within ten (10) days after the legal establishment of the
31 library services authority, each qualified entity that is participating shall
32 appoint its representative or representatives to the board of directors of
33 the library services authority as follows:

- 34 (1) When there are fewer than four (4) participants in the library
35 services authority, each qualified entity shall appoint four (4)
36 directors to the board of directors.
- 37 (2) When there are more than three (3) but fewer than ten (10)
38 participants in the library services authority, each qualified entity
39 shall appoint two (2) directors.
- 40 (3) When there are ten (10) or more participants in the library
41 services authority, each qualified entity shall appoint one (1) di-
42 rector.

43 (b) A director may be a member of the governing body of the
44 qualified entity, a librarian, or any other person who in the opinion of
45 the qualified entity will best serve the library interests of the qualified
46 entity. (IC 20-14-8-7)

47 Sec. 8. (a) Upon the expiration of the ten (10) day period prescribed by

1 section 7 of this chapter, the directors who have been appointed shall meet
2 as specified in the joint agreement and determine by lot, in as nearly equal
3 groups as possible, as follows:

4 (1) The one-third (1/3) of the directors who have an initial term of
5 one (1) year.

6 (2) The one-third (1/3) who have an initial term of two (2) years.

7 (3) The one-third (1/3) who have an initial term of three (3) years.

8 (b) This determination is for the initial terms of office for all di-
9 rectors. After the initial terms end, all appointments to the board of
10 directors are for three (3) years. Appointments to fill vacancies are for the
11 unexpired term only. (IC 20-14-8-8)

12 Sec. 9. (a) Upon the determination of the initial terms of office of the
13 directors, an executive committee shall be elected for a term of one (1)
14 year from the membership of the board of directors by vote on nomi-
15 nations from the floor. The executive committee consists of:

16 (1) a president;

17 (2) a vice president;

18 (3) a secretary;

19 (4) a treasurer; and

20 (5) if the total number of directors for the library services authority
21 exceeds eight (8), three (3) members-at-large.

22 The named offices have the duties and powers normally incumbent upon
23 those offices.

24 (b) A director may not serve on the executive committee for more
25 than four (4) consecutive years or in the same office for more than two (2)
26 consecutive years. Executive committee elections shall be held annually in
27 the manner prescribed by the bylaws of the library services authority.

28 (c) The treasurer:

29 (1) is the official custodian of all library services authority funds;

30 (2) is responsible for the proper safeguarding and accounting for all
31 library services authority funds;

32 (3) shall issue warrants approved by the executive committee or
33 the board in payment of expenses lawfully incurred in behalf of the
34 library services authority; and

35 (4) shall make financial reports of library services authority funds
36 and present the reports to the executive committee or board as
37 requested by the executive committee or board.

38 (d) The board may prescribe the powers and duties of the treasurer
39 consistent with this chapter.

40 (e) The treasurer shall give a surety bond for the faithful per-
41 formance of his duties and for the accurate accounting of all money
42 coming into his custody. The bond must be:

43 (1) written by an insurance company licensed to do business in
44 Indiana;

45 (2) for the term of office of the treasurer;

46 (3) in an amount determined by the board;

47 (4) paid for with money from library services authority funds;

48 (5) payable to the state of Indiana;

1 (6) approved by the board; and

2 (7) deposited in the office of the recorder of the county in which
3 the library services authority is located.

4 (f) The executive committee, with the approval of the board of
5 directors, may appoint a person, who may be an employee of the library
6 services authority, to serve as assistant treasurer. The assistant treasurer:

7 (1) has those duties specified by the executive committee or the
8 board;

9 (2) may be compensated for the performance of his duties; and

10 (3) may be removed by the executive committee or the board at
11 any meeting of the committee or board by a majority vote of the
12 entire membership of the body. (IC 20-14-8-9)

13 Sec. 10. (a) Within ten (10) days after the approval of a new participant
14 under section 5 of this chapter, the new participant shall appoint as many
15 directors as each of the other participants has appointed. The initial terms
16 of the new directors shall be determined by the executive committee so
17 that, as nearly as possible, the terms of one-third (1/3) of the total board
18 of directors end each year.

19 (b) If the addition of a new participant increases the number of
20 participants in the library services authority so that each participant would
21 appoint fewer representatives to the board of directors, the board of
22 directors shall be reestablished in the manner prescribed by section 7 of
23 this chapter.

24 (c) Immediately after the organizational meeting of the board of
25 directors, the board shall adopt bylaws providing for the board's pro-
26 cedures and management. (IC 20-14-8-10)

27 Sec. 11. (a) The board of directors of the library services authority:

28 (1) shall nominate and elect its officers and participants of the
29 executive committee;

30 (2) shall adopt bylaws, administrative procedures, and rules for the
31 conduct of business of the board, the executive committee, and the
32 library services authority;

33 (3) shall adopt a fiscal year;

34 (4) may change the address of the principal place of business of the
35 authority;

36 (5) may consider and act upon recommendations of the executive
37 committee in those matters specified in this section;

38 (6) may adopt rules governing the termination of directors for
39 cause; and

40 (7) may deal with other matters that may be appropriate.

41 (b) The board of directors shall meet at least annually. Special
42 meetings may be called by the president or any three (3) directors. A
43 majority of appointed members of the board constitutes a quorum for the
44 transaction of business, and a concurrence of two-thirds (2/3) of the
45 directors present is necessary to approve or to authorize any action.

46 (c) The executive committee of the library services authority shall
47 manage and conduct the business of the library services authority. How-

1 ever, unless otherwise properly delegated to the executive committee or
2 administrative personnel in the bylaws, the board of directors must ap-
3 prove:

- 4 (1) amendments to the joint agreement;
- 5 (2) the budget;
- 6 (3) statements of policy;
- 7 (4) rules;
- 8 (5) the development program and plans;
- 9 (6) the appointment of or arrangement for the chief administrative
10 officer;
- 11 (7) legal matters;
- 12 (8) purchases of property and equipment in accordance with IC
13 36-1-9;
- 14 (9) contracts for the purchase of services, materials, equipment,
15 and other real or personal property;
- 16 (10) sales of services or material other than those for which the
17 library services authority was created; and
- 18 (11) the acceptance or release of participants in the authority and
19 related matters.

20 (d) In the discharge of its duties, the executive committee shall
21 meet at least quarterly. Special meetings may be called by the president
22 or any two (2) participants of the committee. A majority of the com-
23 mittee participants constitutes a quorum for the transaction of business,
24 and a concurrence of a majority of the participants of the committee is
25 necessary to authorize any action.

26 (e) Except for the election of officers and adoption or amendment
27 of the bylaws, the bylaws may provide that any action required or per-
28 mitted to be taken at any meeting of the board may be taken without a
29 meeting if before this action a written consent to the action is signed by a
30 majority of the board of directors appointed under section 7 of this
31 chapter. (IC 20-14-8-11)

32 Chapter 9. Powers and Duties of Library Services Authorities

33 Sec. 1. This chapter applies to library services authorities established
34 under IC 20-14-8. (IC 20-14-9-1)

35 Sec. 2. A library services authority is a municipal corporation. It may
36 exercise any powers, privileges, or authority exercised or capable of being
37 exercised by a public agency of the state, except that of levying taxes.
38 (IC 20-14-9-2)

39 Sec. 3. A library services authority may sue and be sued, and plead and be
40 impeaded. (IC 20-14-9-3)

41 Sec. 4. A library services authority may establish, manage, maintain, and
42 operate the library facilities and provide the library services specified in
43 the joint agreement creating the library services authority. (IC 20-14-9-4)

1 Sec. 5 (a) A library services authority may:

- 2 (1) employ and delegate duties and responsibilities to a chief ad-
3 ministrative officer and any other employees that may be necessary
4 for the performance of the authority's functions; alternatively, the
5 library services authority may provide for a chief administrative
6 officer or other employees by contract with a library participant of
7 the authority, with another organization, institution, or company,
8 with an agency of government, or with an individual;
- 9 (2) fix and pay the compensation of these employees;
- 10 (3) determine their number and prescribe their duties; and
- 11 (4) remove or discharge employees.

12 (b) In exercising its powers under subsection (a) (1), the board of
13 directors of the library services authority may reimburse:

- 14 (1) candidates for employment for expenses reasonably incurred
15 while interviewing; and
- 16 (2) new employees for their reasonable moving expenses.

17 If the board of directors exercises its authority under this subsection, it
18 shall establish reasonable levels of reimbursement for the purposes of this
19 subsection. (IC 20-14-9-5)

20 Sec. 6. A library services authority may purchase supplies, materials, and
21 equipment to carry out the powers and duties of the board. (IC 20-14-9-6)

22 Sec. 7. A library services authority may acquire and hold property, real or
23 personal, by purchase, devise, lease, gift, or otherwise, and sell, exchange,
24 or otherwise dispose of property, real or personal, no longer needed for
25 the purposes of the authority. (IC 20-14-9-7)

26 Sec. 8. (a) The executive committee of the library services authority
27 shall prepare and adopt a budget annually for the operating expenditures
28 of the library services authority and shall calculate the share of that budget
29 to be charged to each participant in the authority according to the pro rata
30 formula in its rules as authorized by the board of directors. This budget
31 shall be submitted to the board of directors for adoption. After adoption
32 of the budget by the board, the board shall submit a contract with the
33 appropriate pro rata charges to each participant at least three (3) months
34 before the fiscal year for which the budget of the participant is to be
35 adopted.

36 (b) Each participant in the library services authority that signs a
37 contract for pro rata charges in the ensuing fiscal year:

- 38 (1) shall include those charges in its budget for the ensuing fiscal
39 year; and
- 40 (2) shall provide the necessary funds with which to pay its contrac-
41 tual obligations under its contract with the library services authority.
42 (IC 20-14-9-8)

43 Sec. 9. (a) The library services authority shall deposit, hold, and expend
44 all funds coming into the possession of the library services authority in
45 accordance with IC 5-11.

1 (b) Any officer or employee of the library services authority who is
2 authorized to receive or disburse or in any other way handle funds and
3 securities of the authority shall give a corporate surety bond, in an amount
4 specified in the rules, for the faithful performance of his duties and the
5 proper accounting of all money and other property that may come into
6 his hands or under his control. The cost of the bond, including the cost of
7 filing and recording, shall be paid out of funds of the library services
8 authority.

9 (c) A library services authority may invest excess funds:

- 10 (1) in securities lawfully issued by any municipal corporation; or
- 11 (2) in accordance with IC 5-13-1.

12 However, deposits may not be made in excess of the amount of insurance
13 protection afforded a participant or investor of any of these institutions.

14 (d) A library services authority may establish any special funds
15 that may be necessary for the purpose of accumulating sufficient money
16 over two (2) or more fiscal years or:

- 17 (1) the purchase of specified real property or major equipment;
- 18 (2) the making of improvements to real property owned by the
19 library services authority; or
- 20 (3) providing fee-based services to members.

21 Each special fund must be established for a specific purpose and shall be
22 named for that purpose. Any funds accumulated but not expended under
23 this subsection may be transferred and expended for any other legitimate
24 purpose of the authority.

25 (e) The records of a library services authority are public records.
26 All funds received, unless specifically excluded, are the property of the
27 library services authority receiving them. (IC 20-14-9-9)

28 Sec. 10. A library services authority may establish and maintain or partici-
29 pate in programs of employee benefits. (IC 20-14-9-10)

30 Sec. 11. A library services authority may report annually to each partici-
31 pant in the authority on the budget and expenditures, services rendered,
32 program, plans for development, and any other information that may be
33 appropriate. (IC 20-14-9-11)

34 Sec. 12. A library services authority may enter into all contracts and
35 agreements necessary to the performance of the authority's duties and the
36 execution of its powers under this chapter. (IC 20-14-9-12)

37 Sec. 13. A library services authority may:

- 38 (1) establish and collect reasonable rates and charges for services
39 rendered to the participants in the authority or others using the
40 services of the authority; and
 - 41 (2) require participants in the authority or others using the services
42 of the authority to make prepayments for certain services.
- 43 (IC 20-14-9-13)

44 Sec. 14. A library services authority may join and participate in, through

1 its designated employees or representatives, the meetings and activities of
2 state and national associations of a civic, educational, professional, or
3 governmental nature that have as their purpose the betterment and im-
4 provement of library operations. (IC 20-14-9-14)

5 Sec. 15. All property owned by the library services authority and all
6 revenues received by the authority are exempt from taxation for all
7 purposes. (IC 20-14-9-15)

APPENDIX C:
LIBRARY SERVICES AUTHORITIES & STATE LIBRARY:
ADDRESSES

LIBRARY SERVICES AUTHORITIES & STATE LIBRARY:

ADDRESSES

ALSA Headquarters

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NIALSA (#1)
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Columbus, IN 47201
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Ida McDowell, Executive Director
Four Rivers ALSA (#13)
Room 210, Old Vanderburgh Courthouse
Evansville, IN 47708
(812)425-1946

INDIANA COOPERATIVE LIBRARY SERVICES AUTHORITY

Barbara Markuson, Executive Director
INCOLSA
1100 W. 42nd St.
Indianapolis, IN 46208

INDIANA LIBRARY FILM SERVICE

Suzanne Kieffer
Indiana Library Film Service
Old Courthouse Center B-3
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STATE LIBRARY

C. Ray Ewick, Director
Indiana State Library
140 North Senate Avenue
Indianapolis, IN 46204

APPENDIX D:
SELECTED BIBLIOGRAPHY

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